WIOA

# WORKFORCE INNOVATION AND OPPORTUNITY ACT COMBINED STATE PLAN

DWD
Department of Workforce Development

WISCONSIN TECHNICAL COLLEGE SYSTEM
we are futuremakers

2016 - 2019

DETW-17846-P (N. 11/15)

PARTNERS DEVELOPING WISCONSIN'S WORKFORCE

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NOTICE: This document is draft document being shared for feedback. The reader is advised that this document is based on "draft" federal guidance. The US Departments of Labor and Education have not yet finalized the state plan template and have provided limited interpretive guidance. Additionally, final rules and regulations on the Workforce Innovation and Opportunity Act have not yet been issued.

PUBLIC COMMENT: Please send any comments on this plan to Phil Koenig at DETWIOA@dwd.wi.gov by January 13, 2016. All comments will be shared verbatim with the WIOA Leadership Team for consideration and with the Departments of Labor and Education upon final submission.

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## OVERVIEW

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 huddles 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 and the Wisconsin Technical College System 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.

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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.*

- **Combined State Plan**. This plan includes the Adult Program, Dislocated Worker Program, Youth Program, Wagner-Peyser 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.***
    - 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.))
    - Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et. seq.)

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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.*

Wisconsin's economy continued to grow through 2014. Employment levels are near all-time highs and unemployment is on a par with prerecession levels. Wisconsin's unemployment rate has declined steadily from 6.3 percent in December of 2013 to 5.2 percent in December of 2014.

The real story in Wisconsin is not of industry job growth or occupational demand; rather, it is one of labor force and talent constraints. There is existing demand for jobs in almost every industry, occupation, and geography. The underlying quantity issue is the cause of the "skills gap". If you don't have enough bodies, you won't have enough nurses, welders and programmers, the skill gap becomes ubiquitous. Slowing population growth, retiring Baby Boomers, lower participation by younger workers (16-19), and attractiveness to place or location are shifting the incentives for workers within and outside the state.

Wisconsin's population growth is predicted to steadily slow after 2020, as the birth-to-death ratio goes from 1.46 to 1.11, and net migration declines as well. Moreover, the state's population is aging. The percentage of Wisconsin's population 65 years and older was 13.7 percent in 2010. That percentage increases to 23.7 percent in 2040, almost doubling in number. Meanwhile, the percentage of the working age population (18-64) goes from 62.8 percent in 2010 to 55.1 percent in 2040.

According to the Wisconsin Department of Workforce Development's (DWD) Bureau of Workforce Information and Technical Support (BWITS) projection model simulations, an estimated 46,000 jobs could go unfilled in the state in the year 2022 due to labor force quantity constraints.

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 cause for future economic, jobs, and skills expansion.

Below is an explanation of the state's quantity challenge. This report then describes the strategic programs being developed that will help to meet the state's employers' quantity and quality requirements.

*(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.*

Almost every industry, occupation, and geography has shown annual job growth through this recovery.



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- Total jobs as based on Quarterly Census of Employment and Wages (QCEW) data increased by over 36,000 or 1.3 percent through 2014.
- Private sector jobs showed a healthier increase of 1.5 percent, almost 36,000 jobs.
- Construction jobs increased by almost 6,200; a vibrant 6.5 percent growth in 2014.
- Manufacturing jobs gained over 6,500 jobs for a 1.4 percent increase, with food, plastics, fabricated metals, and machinery making significant contributions.
- Healthcare jobs continued a steady increase as well, up 3,340 jobs or 0.9 percent, with the greatest increase coming in home and community care services.
- Software publishing (up 4,230) and computer systems design (up 5,072) drove the sector higher in the state. Epic Systems, a medical records software systems company, is one of the fastest growing companies in Wisconsin.

There is existing demand for jobs in almost every industry, occupation, and geography. In fact, it is the supply side of the equation that is holding back increased economic growth in the state. The balance between employer demand and worker supply has shifted toward the supply side. Job openings are posted across the spectrum of skill levels, from physicians, skilled trades, and 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. Below is a fuller description of the new supply/demand workforce balance, which portends to labor and business challenges in the near future, if not, in fact, the present.

*This includes:*

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

Demand Industry Sectors and Occupations for which there is existing demand permeate the industry and occupational landscape. The fastest growing industries are construction, healthcare, information technology and profession business services however nearly all industries are advertising for help. Employers are all complaining about difficulty finding applicants, the skills in the available applicants and job turnover.

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**Wisconsin Long Term Industry Employment Projections**
*2012 - 2022*

| Industry | | | | Change (2012-2022) | |
|---|---|---|---|---|---|
| NAICS Code | NAICS Title | (1) Employment 2012 | Projected Employment 2022 | Employment | Percent |
| **Total Employments, All Jobs** | | **3,051,328** | **3,269,173** | **217,845** | **7.14** |
| **Goods Producing-Industries** | | **653,231** | **677,814** | **24,583** | **3.76** |
| **Natural Resources and Mining** | | **106,414** | **104,720** | **-1,694** | **-1.59** |
| | *Agriculture, Forestry, Fishing and Hunting* | 103,675 | 101,685 | -1,990 | -1.92 |
| | *Mining* | 2,739 | 3,035 | 296 | 10.81 |
| 211000 | Oil and Gas Extraction | * | * | * | * |
| 211100 | Oil and Gas Extraction | * | * | * | * |
| 212000 | Mining (except Oil and Gas) | 2,653 | 2,928 | 275 | 10.37 |
| 213000 | Support Activities for Mining | * | * | * | * |
| 213100 | Support Activities for Mining | * | * | * | * |
| **Construction** | | **93,197** | **110,310** | **17,113** | **18.36** |
| 236000 | Construction of Buildings | 21,656 | 28,297 | 6,641 | 30.67 |

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|---|---|---|---|---|---|
| 236100 | Residential Building Construction | 9,384 | 12,327 | 2,943 | 31.36 |
| 236200 | Nonresidential Building Construction | 12,272 | 15,970 | 3,698 | 30.13 |
| 237000 | Heavy and Civil Engineering Construction | 12,290 | 15,310 | 3,020 | 24.57 |
| 237100 | Utility System Construction | 6,570 | 8,151 | 1,581 | 24.06 |
| 237200 | Land Subdivision | 532 | 713 | 181 | 34.02 |
| 237300 | Highway, Street, and Bridge Construction | 4,282 | 5,117 | 835 | 19.50 |
| 237900 | Other Heavy and Civil Engineering Construction | 906 | 1,329 | 423 | 46.69 |
| 238000 | Specialty Trade Contractors | 59,251 | 66,703 | 7,452 | 12.58 |
| 238100 | Foundation, Structure, and Building Exterior Contractors | 10,803 | 12,589 | 1,786 | 16.53 |
| 238200 | Building Equipment Contractors | 29,832 | 32,579 | 2,747 | 9.21 |
| 238300 | Building Finishing Contractors | 10,478 | 12,455 | 1,977 | 18.87 |
| 238900 | Other Specialty Trade Contractors | 8,138 | 9,080 | 942 | 11.58 |
| **Manufacturing** | | **453,620** | **462,784** | **9,164** | **2.02** |
| | **Durable Goods Manufacturing** | 277,783 | 287,738 | 9,955 | 3.58 |
| 321000 | Wood Product Manufacturing | 16,064 | 18,400 | 2,336 | 14.54 |
| 321100 | Sawmills and Wood Preservation | 1,937 | 2,214 | 277 | 14.30 |

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|---|---|---|---|---|---|
| 321200 | Veneer, Plywood, and Engineered Wood Product Manufacturing | 2,406 | 3,127 | 721 | 29.97 |
| 321900 | Other Wood Product Manufacturing | 11,721 | 13,059 | 1,338 | 11.42 |
| 327000 | Nonmetallic Mineral Product Manufacturing | 8,371 | 9,270 | 899 | 10.74 |
| 327100 | Clay Product and Refractory Manufacturing | 154 | 150 | -4 | -2.60 |
| 327200 | Glass and Glass Product Manufacturing | 2,591 | 3,079 | 488 | 18.83 |
| 327300 | Cement and Concrete Product Manufacturing | 3,305 | 3,475 | 170 | 5.14 |
| 327400 | Lime and Gypsum Product Manufacturing | 203 | 299 | 96 | 47.29 |
| 327900 | Other Nonmetallic Mineral Product Manufacturing | 2,118 | 2,267 | 149 | 7.03 |
| 331000 | Primary Metal Manufacturing | 17,625 | 17,841 | 216 | 1.23 |
| 331100 | Iron and Steel Mills and Ferroalloy Manufacturing | * | * | * | * |
| 331200 | Steel Product Manufacturing from Purchased Steel | 1,357 | 1,683 | 326 | 24.02 |
| 331300 | Alumina and Aluminum Production | 726 | 963 | 237 | 32.64 |
| 331400 | Nonferrous Metal (except Aluminum) Production and Processing | * | * | * | * |
| 331500 | Foundries | 14,925 | 14,520 | -405 | -2.71 |
| 332000 | Fabricated Metal Product Manufacturing | 72,031 | 78,104 | 6,073 | 8.43 |
| 332100 | Forging and Stamping | 5,563 | 6,556 | 993 | 17.85 |

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|---|---|---|---|---|---|
| 332200 | Cutlery and Handtool Manufacturing | 2,403 | 2,090 | -313 | -13.03 |
| 332300 | Architectural and Structural Metals Manufacturing | 11,930 | 12,680 | 750 | 6.29 |
| 332400 | Boiler, Tank, and Shipping Container Manufacturing | 5,731 | 6,399 | 668 | 11.66 |
| 332500 | Hardware Manufacturing | 1,442 | 1,623 | 181 | 12.55 |
| 332600 | Spring and Wire Product Manufacturing | 1,512 | 1,801 | 289 | 19.11 |
| 332700 | Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing | 17,193 | 17,692 | 499 | 2.90 |
| 332800 | Coating, Engraving, Heat Treating, and Allied Activities | 6,512 | 7,930 | 1,418 | 21.78 |
| 332900 | Other Fabricated Metal Product Manufacturing | 19,745 | 21,333 | 1,588 | 8.04 |
| 333000 | Machinery Manufacturing | 66,531 | 64,581 | -1,950 | -2.93 |
| 333100 | Agriculture, Construction, and Mining Machinery Manufacturing | 14,047 | 14,797 | 750 | 5.34 |
| 333200 | Industrial Machinery Manufacturing | 8,507 | 7,746 | -761 | -8.95 |
| 333300 | Commercial and Service Industry Machinery Manufacturing | 4,201 | 5,155 | 954 | 22.71 |
| 333400 | Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing | 7,152 | 7,413 | 261 | 3.65 |
| 333500 | Metalworking Machinery Manufacturing | 8,435 | 7,422 | -1,013 | -12.01 |
| 333600 | Engine, Turbine, and Power Transmission Equipment Manufacturing | 9,526 | 8,280 | -1,246 | -13.08 |

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|---|---|---|---|---|---|
| 333900 | Other General Purpose Machinery Manufacturing | 14,663 | 13,768 | -895 | -6.10 |
| 334000 | Computer and Electronic Product Manufacturing | 19,920 | 20,391 | 471 | 2.36 |
| 334100 | Computer and Peripheral Equipment Manufacturing | 1,698 | 1,879 | 181 | 10.66 |
| 334200 | Communications Equipment Manufacturing | 743 | 809 | 66 | 8.88 |
| 334300 | Audio and Video Equipment Manufacturing | * | * | * | * |
| 334400 | Semiconductor and Other Electronic Component Manufacturing | 6,975 | 7,413 | 438 | 6.28 |
| 334500 | Navigational, Measuring, Electromedical, and Control Instruments Manufacturing | 10,111 | 9,851 | -260 | -2.57 |
| 334600 | Manufacturing and Reproducing Magnetic and Optical Media | * | * | * | * |
| 335000 | Electrical Equipment, Appliance, and Component Manufacturing | 22,468 | 21,570 | -898 | -4.00 |
| 335100 | Electric Lighting Equipment Manufacturing | 2,042 | 2,415 | 373 | 18.27 |
| 335200 | Household Appliance Manufacturing | 3,012 | 3,257 | 245 | 8.13 |
| 335300 | Electrical Equipment Manufacturing | 14,259 | 13,022 | -1,237 | -8.68 |
| 335900 | Other Electrical Equipment and Component Manufacturing | 3,155 | 2,876 | -279 | -8.84 |
| 336000 | Transportation Equipment Manufacturing | 26,483 | 29,548 | 3,065 | 11.57 |
| 336100 | Motor Vehicle Manufacturing | * | * | * | * |

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|---|---|---|---|---|---|
| 336200 | Motor Vehicle Body and Trailer Manufacturing | 5,509 | 5,947 | 438 | 7.95 |
| 336300 | Motor Vehicle Parts Manufacturing | 7,852 | 8,308 | 456 | 5.81 |
| 336400 | Aerospace Product and Parts Manufacturing | * | * | * | * |
| 336500 | Railroad Rolling Stock Manufacturing | * | * | * | * |
| 336600 | Ship and Boat Building | 3,020 | 3,597 | 577 | 19.11 |
| 336900 | Other Transportation Equipment Manufacturing | 4,042 | 4,208 | 166 | 4.11 |
| 337000 | Furniture and Related Product Manufacturing | 14,526 | 14,750 | 224 | 1.54 |
| 337100 | Household and Institutional Furniture & Kitchen Cabinet Manufacturing | 9,996 | 10,270 | 274 | 2.74 |
| 337200 | Office Furniture (including Fixtures) Manufacturing | 3,142 | 3,169 | 27 | 0.86 |
| 337900 | Other Furniture Related Product Manufacturing | 1,388 | 1,311 | -77 | -5.55 |
| 339000 | Miscellaneous Manufacturing | 13,764 | 13,283 | -481 | -3.49 |
| 339100 | Medical Equipment and Supplies Manufacturing | 5,553 | 5,538 | -15 | -0.27 |
| 339900 | Other Miscellaneous Manufacturing | 8,211 | 7,745 | -466 | -5.68 |
| | **Nondurable Manufacturing** | 175,837 | 175,046 | -791 | -0.45 |
| 311000 | Food Manufacturing | 62,238 | 61,689 | -549 | -0.88 |

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|---|---|---|---|---|---|
| 311100 | Animal Food Manufacturing | 2,052 | 1,957 | -95 | -4.63 |
| 311200 | Grain and Oilseed Milling | * | * | * | * |
| 311300 | Sugar and Confectionery Product Manufacturing | 2,332 | 2,470 | 138 | 5.92 |
| 311400 | Fruit and Vegetable Preserving and Specialty Food Manufacturing | 10,578 | 9,787 | -791 | -7.48 |
| 311500 | Dairy Product Manufacturing | 17,124 | 16,122 | -1,002 | -5.85 |
| 311600 | Animal Slaughtering and Processing | 16,510 | 17,263 | 753 | 4.56 |
| 311700 | Seafood Product Preparation and Packaging | * | * | * | * |
| 311800 | Bakeries and Tortilla Manufacturing | 6,315 | 5,876 | -439 | -6.95 |
| 311900 | Other Food Manufacturing | 6,713 | 7,613 | 900 | 13.41 |
| 312000 | Beverage and Tobacco Product Manufacturing | 2,824 | 2,268 | -556 | -19.69 |
| 312100 | Beverage Manufacturing | * | * | * | * |
| 312200 | Tobacco Manufacturing | * | * | * | * |
| 313000 | Textile Mills | 1,492 | 1,566 | 74 | 4.96 |
| 313100 | Fiber, Yarn, and Thread Mills | 79 | 111 | 32 | 40.51 |
| 313200 | Fabric Mills | * | * | * | * |

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|---|---|---|---|---|---|
| 313300 | Textile and Fabric Finishing and Fabric | * | * | * | * |
| 314000 | Textile Product Mills | 1,574 | 1,744 | 170 | 10.80 |
| 314100 | Textile Furnishings Mills | 220 | 178 | -42 | -19.09 |
| 314900 | Other Textile Product Mills | 1,354 | 1,566 | 212 | 15.66 |
| 315000 | Apparel Manufacturing | 838 | 762 | -76 | -9.07 |
| 315100 | Apparel Knitting Mills | * | * | * | * |
| 315200 | Cut and Sew Apparel Manufacturing | 432 | 443 | 11 | 2.55 |
| 315900 | Apparel Accessories and Other Apparel Manufacturing | * | * | * | * |
| 316000 | Leather and Allied Product Manufacturing | 1,173 | 900 | -273 | -23.27 |
| 316100 | Leather and Hide Tanning and Finishing | 369 | 392 | 23 | 6.23 |
| 316200 | Footwear Manufacturing | 706 | 451 | -255 | -36.12 |
| 316900 | Other Leather and Allied Product Manufacturing | 98 | 57 | -41 | -41.84 |
| 322000 | Paper Manufacturing | 30,797 | 27,876 | -2,921 | -9.48 |
| 322100 | Pulp, Paper, and Paperboard Mills | 12,582 | 9,974 | -2,608 | -20.73 |
| 322200 | Converted Paper Product Manufacturing | 18,215 | 17,902 | -313 | -1.72 |

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|---|---|---|---|---|---|
| 323000 | Printing and Related Support Activities | 28,971 | 28,227 | -744 | -2.57 |
| 323100 | Printing and Related Support Activities | 28,971 | 28,227 | -744 | -2.57 |
| 324000 | Petroleum and Coal Products Manufacturing | 458 | 517 | 59 | 12.88 |
| 324100 | Petroleum and Coal Products Manufacturing | 458 | 517 | 59 | 12.88 |
| 325000 | Chemical Manufacturing | 16,174 | 18,433 | 2,259 | 13.97 |
| 325100 | Basic Chemical Manufacturing | 2,323 | 3,089 | 766 | 32.97 |
| 325200 | Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing | 554 | 554 | 0 | 0.00 |
| 325300 | Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing | 806 | 865 | 59 | 7.32 |
| 325400 | Pharmaceutical and Medicine Manufacturing | 4,104 | 5,070 | 966 | 23.54 |
| 325500 | Paint, Coating, and Adhesive Manufacturing | 1,964 | 2,127 | 163 | 8.30 |
| 325600 | Soap, Cleaning Compound, and Toilet Preparation Manufacturing | 4,776 | 5,020 | 244 | 5.11 |
| 325900 | Other Chemical Product and Preparation Manufacturing | 1,647 | 1,708 | 61 | 3.70 |
| 326000 | Plastics and Rubber Products Manufacturing | 29,298 | 31,064 | 1,766 | 6.03 |
| 326100 | Plastics Product Manufacturing | 27,076 | 28,720 | 1,644 | 6.07 |
| 326200 | Rubber Product Manufacturing | 2,222 | 2,344 | 122 | 5.49 |

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|---|---|---|---|---|---|
| **Services Providing-Industries** | | **2,244,265** | **2,430,082** | **185,817** | **8.28** |
| **Trade, Transportation, and Utilities** | | **525,447** | **548,248** | **22,801** | **4.34** |
| | *Utilities* | 10,846 | 9,623 | -1,223 | -11.28 |
| 221100 | Electric Power Generation, Transmission and Distribution | 9,722 | 8,618 | -1,104 | -11.36 |
| 221200 | Natural Gas Distribution | 681 | 493 | -188 | -27.61 |
| 221300 | Water, Sewage and Other Systems | 443 | 512 | 69 | 15.58 |
| | *Wholesale Trade* | 116,463 | 129,954 | 13,491 | 11.58 |
| 423000 | Merchant Wholesalers, Durable Goods | 64,557 | 71,442 | 6,885 | 10.66 |
| 423100 | Motor Vehicle and Motor Vehicle Parts and Supplies Merchant Wholesalers | 7,748 | 9,273 | 1,525 | 19.68 |
| 423200 | Furniture and Home Furnishing Merchant Wholesalers | 1,566 | 1,668 | 102 | 6.51 |
| 423300 | Lumber and Other Construction Materials Merchant Wholesalers | 5,529 | 6,125 | 596 | 10.78 |
| 423400 | Professional and Commercial Equipment and Supplies Merchant Wholesalers | 13,296 | 14,008 | 712 | 5.35 |
| 423500 | Metal and Mineral (except Petroleum) Merchant Wholesalers | 1,967 | 2,166 | 199 | 10.12 |
| 423600 | Household Appliances & Electrical and Electronic Goods Merchant Wholesalers | 5,816 | 6,195 | 379 | 6.52 |
| 423700 | Hardware, and Plumbing and Heating Equipment and Supplies Merchant Wholesalers | 5,813 | 6,448 | 635 | 10.92 |

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|---|---|---|---|---|---|
| 423800 | Machinery, Equipment, and Supplies Merchant Wholesalers | 17,015 | 18,509 | 1,494 | 8.78 |
| 423900 | Miscellaneous Durable Goods Merchant Wholesalers | 5,807 | 7,050 | 1,243 | 21.41 |
| 424000 | Merchant Wholesalers, Nondurable Goods | 43,216 | 48,321 | 5,105 | 11.81 |
| 424100 | Paper and Paper Product Merchant Wholesalers | 2,939 | 3,941 | 1,002 | 34.09 |
| 424200 | Drugs and Druggists' Sundries Merchant Wholesalers | 2,446 | 2,680 | 234 | 9.57 |
| 424300 | Apparel, Piece Goods, and Notions Merchant Wholesalers | 1,044 | 1,492 | 448 | 42.91 |
| 424400 | Grocery and Related Product Wholesalers | 17,447 | 19,277 | 1,830 | 10.49 |
| 424500 | Farm Product Raw Material Merchant Wholesalers | 1,287 | 1,592 | 305 | 23.70 |
| 424600 | Chemical and Allied Products Merchant Wholesalers | 3,262 | 4,019 | 757 | 23.21 |
| 424700 | Petroleum and Petroleum Products Merchant Wholesalers | 1,514 | 1,468 | -46 | -3.04 |
| 424800 | Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers | 4,634 | 5,123 | 489 | 10.55 |
| 424900 | Miscellaneous Nondurable Goods Merchant Wholesalers | 8,643 | 8,729 | 86 | 1.00 |
| 425000 | Wholesale Electronic Markets and Agents and Brokers | 8,690 | 10,191 | 1,501 | 17.27 |
| 425100 | Wholesale Electronic Markets and Agents and Brokers | 8,690 | 10,191 | 1,501 | 17.27 |
| | *Retail Trade* | 294,136 | 297,425 | 3,289 | 1.12 |

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|---|---|---|---|---|---|
| 441000 | Motor Vehicle and Parts Dealers | 35,403 | 34,946 | -457 | -1.29 |
| 441100 | Automobile Dealers | 23,469 | 22,665 | -804 | -3.43 |
| 441200 | Other Motor Vehicle Dealers | 3,666 | 3,896 | 230 | 6.27 |
| 441300 | Automotive Parts, Accessories, and Tire Stores | 8,268 | 8,385 | 117 | 1.42 |
| 442000 | Furniture and Home Furnishings Stores | 6,765 | 7,010 | 245 | 3.62 |
| 442100 | Furniture Stores | 3,255 | 3,384 | 129 | 3.96 |
| 442200 | Home Furnishings Stores | 3,510 | 3,626 | 116 | 3.30 |
| 443000 | Electronics and Appliance Stores | 8,248 | 7,939 | -309 | -3.75 |
| 443100 | Electronics and Appliance Stores | 8,248 | 7,939 | -309 | -3.75 |
| 444000 | Building Material and Garden Equipment and Supplies Dealers | 24,728 | 24,513 | -215 | -0.87 |
| 444100 | Building Material and Supplies Dealers | 21,775 | 21,828 | 53 | 0.24 |
| 444200 | Lawn and Garden Equipment and Supplies Stores | 2,953 | 2,685 | -268 | -9.08 |
| 445000 | Food and Beverage Stores | 53,027 | 53,746 | 719 | 1.36 |
| 445100 | Grocery Stores | 45,048 | 46,030 | 982 | 2.18 |
| 445200 | Specialty Food Stores | 5,991 | 5,981 | -10 | -0.17 |

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|---|---|---|---|---|---|
| 445300 | Beer, Wine, and Liquor Stores | 1,988 | 1,735 | -253 | -12.73 |
| 446000 | Health and Personal Care Stores | 15,896 | 17,529 | 1,633 | 10.27 |
| 446100 | Health and Personal Care Stores | 15,896 | 17,529 | 1,633 | 10.27 |
| 447000 | Gasoline Stations | 22,796 | 22,911 | 115 | 0.50 |
| 447100 | Gasoline Stations | 22,796 | 22,911 | 115 | 0.50 |
| 448000 | Clothing and Clothing Accessories Stores | 18,688 | 19,286 | 598 | 3.20 |
| 448100 | Clothing Stores | 13,560 | 13,895 | 335 | 2.47 |
| 448200 | Shoe Stores | 3,027 | 3,241 | 214 | 7.07 |
| 448300 | Jewelry, Luggage, and Leather Goods Stores | 2,101 | 2,150 | 49 | 2.33 |
| 451000 | Sporting Goods, Hobby, Book, and Music Stores | 11,524 | 12,768 | 1,244 | 10.79 |
| 451100 | Sporting Goods, Hobby, and Musical Instrument Stores | 9,994 | 11,645 | 1,651 | 16.52 |
| 451200 | Book, Periodical, and Music Stores | 1,530 | 1,123 | -407 | -26.60 |
| 452000 | General Merchandise Stores | 62,212 | 64,357 | 2,145 | 3.45 |
| 452100 | Department Stores | 33,390 | 35,488 | 2,098 | 6.28 |
| 452900 | Other General Merchandise Stores | 28,822 | 28,869 | 47 | 0.16 |

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|---|---|---|---|---|---|
| 453000 | Miscellaneous Store Retailers | 15,309 | 14,529 | -780 | -5.10 |
| 453100 | Florists | 1,714 | 1,445 | -269 | -15.69 |
| 453200 | Office Supplies, Stationery, and Gift Stores | 4,367 | 3,403 | -964 | -22.07 |
| 453300 | Used Merchandise Stores | 4,529 | 4,858 | 329 | 7.26 |
| 453900 | Other Miscellaneous Store Retailers | 4,699 | 4,823 | 124 | 2.64 |
| 454000 | Nonstore Retailers | 19,540 | 17,891 | -1,649 | -8.44 |
| 454100 | Electronic Shopping and Mail Order Houses | 15,525 | 14,327 | -1,198 | -7.72 |
| 454200 | Vending Machine Operators | 1,229 | 992 | -237 | -19.28 |
| 454300 | Direct Selling Establishments | 2,786 | 2,572 | -214 | -7.68 |
| | *Transportation and Warehousing* | 104,002 | 111,246 | 7,244 | 6.97 |
| 481000 | Air Transportation | 2,237 | 1,979 | -258 | -11.53 |
| 481100 | Scheduled Air Transportation | 1,925 | 1,641 | -284 | -14.75 |
| 481200 | Nonscheduled Air Transportation | 312 | 338 | 26 | 8.33 |
| 482000 | Rail Transportation | * | * | * | * |
| 483000 | Water Transportation | * | * | * | * |

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|---|---|---|---|---|---|
| 483100 | Deep Sea, Coastal, and Great Lakes Water Transportation | * | * | * | * |
| 483200 | Inland Water Transportation | * | * | * | * |
| 484000 | Truck Transportation | 41,946 | 44,768 | 2,822 | 6.73 |
| 484100 | General Freight Trucking | 31,424 | 34,706 | 3,282 | 10.44 |
| 484200 | Specialized Freight Trucking | 10,522 | 10,062 | -460 | -4.37 |
| 485000 | Transit and Ground Passenger Transportion | 13,853 | 15,076 | 1,223 | 8.83 |
| 485100 | Urban Transit Systems | * | * | * | * |
| 485200 | Interurban and Rural Bus Transportation | * | * | * | * |
| 485300 | Taxi and Limousine Service | 1,539 | 1,808 | 269 | 17.48 |
| 485400 | School and Employee Bus Transportation | 8,869 | 9,426 | 557 | 6.28 |
| 485500 | Charter Bus Industry | 655 | 652 | -3 | -0.46 |
| 485900 | Other Transit and Ground Passenger Transportation | 1,492 | 1,875 | 383 | 25.67 |
| 486000 | Pipeline Transportation | * | * | * | * |
| 486100 | Pipeline Transportation of Crude Oil | * | * | * | * |
| 486200 | Pipeline Transportation of Natural Gas | * | * | * | * |

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|---|---|---|---|---|---|
| 486900 | Other Pipeline Transportation | * | * | * | * |
| 487000 | Scenic and Sightseeing Transportation | 270 | 297 | 27 | 10.00 |
| 487100 | Scenic and Sightseeing Transportation, Land | * | * | * | * |
| 487200 | Scenic and Sightseeing Transportation, Water | * | * | * | * |
| 487900 | Scenic and Sightseeing Transportation, Other | * | * | * | * |
| 488000 | Support Activities for Transportation | 5,479 | 6,726 | 1,247 | 22.76 |
| 488100 | Support Activities for Air Transportation | 1,160 | 1,470 | 310 | 26.72 |
| 488200 | Support Activities for Rail Transportion | * | * | * | * |
| 488300 | Support Activities for Water Transportion | * | * | * | * |
| 488400 | Support Activities for Road Transportation | 1,121 | 1,687 | 566 | 50.49 |
| 488500 | Freight Transportation Arrangement | 1,850 | 2,175 | 325 | 17.57 |
| 488900 | Other Support Activities for Transportion | 976 | 1,059 | 83 | 8.50 |
| 491000 | Postal Service | * | * | * | * |
| 491100 | Postal Service | * | * | * | * |
| 492000 | Couriers and Messengers | 8,307 | 7,621 | -686 | -8.26 |

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|---|---|---|---|---|---|
| 492100 | Couriers | 7,473 | 6,856 | -617 | -8.26 |
| 492200 | Local Messengers and Local Delivery | 834 | 765 | -69 | -8.27 |
| 493000 | Warehousing and Storage | 13,946 | 17,336 | 3,390 | 24.31 |
| 493100 | Warehousing and Storage | 13,946 | 17,336 | 3,390 | 24.31 |
| **Information** | | **46,313** | **46,878** | **565** | **1.22** |
| 511000 | Publishing Industries (except Internet) | 18,229 | 18,401 | 172 | 0.94 |
| 511100 | Newspaper, Periodical, Book, and Directory Publishers | * | * | * | * |
| 511200 | Software Publishers | * | * | * | * |
| 512000 | Motion Picture and Sound Recording Industries | 3,326 | 3,153 | -173 | -5.20 |
| 512100 | Motion Picture and Video Industries | 3,076 | 2,902 | -174 | -5.66 |
| 512200 | Sound Recording Industries | 250 | 251 | 1 | 0.40 |
| 515000 | Broadcasting (except Internet) | 4,326 | 4,761 | 435 | 10.06 |
| 515100 | Radio and Television Broadcasting | 4,138 | 4,549 | 411 | 9.93 |
| 515200 | Cable and Other Subscription Programming | 188 | 212 | 24 | 12.77 |
| 517000 | Telecommunications | 12,005 | 11,673 | -332 | -2.77 |

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|---|---|---|---|---|---|
| 517100 | Wired Telecommunications Carriers | 8,937 | 8,014 | -923 | -10.33 |
| 517200 | Wireless Telecommunications Carriers (except Satellite) | 1,420 | 2,126 | 706 | 49.72 |
| 517400 | Satellite Telecommunications | 21 | 31 | 10 | 47.62 |
| 517900 | Other Telecommunications | 1,627 | 1,502 | -125 | -7.68 |
| 518000 | Data Processing, Hosting and Related Services | 8,156 | 8,602 | 446 | 5.47 |
| 518200 | Data Processing, Hosting, and Related Services | 8,156 | 8,602 | 446 | 5.47 |
| 519000 | Other Information Services | 271 | 288 | 17 | 6.27 |
| 519100 | Other Information Services | 271 | 288 | 17 | 6.27 |
| **Financial Activities** | | **162,632** | **178,554** | **15,922** | **9.79** |
| | *Finance and Insurance* | 138,444 | 150,338 | 11,894 | 8.59 |
| 521000 | Monetary Authorities Central Bank | * | * | * | * |
| 521100 | Monetary Authorities Central Bank | * | * | * | * |
| 522000 | Credit Intermediation and Related Activities | 50,367 | 51,556 | 1,189 | 2.36 |
| 522100 | Depository Credit Intermediation | 40,606 | 41,436 | 830 | 2.04 |
| 522200 | Nondepository Credit Intermediation | 6,941 | 6,059 | -882 | -12.71 |

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|---|---|---|---|---|---|
| 522300 | Activities Related to Credit Intermediation | 2,820 | 4,061 | 1,241 | 44.01 |
| 523000 | Securities, Commodity Contracts, and Other Financial Investments and Related Activities | 10,114 | 12,086 | 1,972 | 19.50 |
| 523100 | Securities and Commodity Contracts Intermediation and Brokerage | * | * | * | * |
| 523900 | Other Financial Investment Activities | * | * | * | * |
| 524000 | Insurance Carriers and Related Activities | 76,900 | 85,339 | 8,439 | 10.97 |
| 525000 | Funds, Trusts, and Other Financial Vehicles | * | * | * | * |
| 525100 | Insurance and Employee Benefit Funds | * | * | * | * |
| 525900 | Other Investment Pools and Funds | * | * | * | * |
| | *Real Estate and Rental and Leasing* | 24,188 | 28,216 | 4,028 | 16.65 |
| 531000 | Real Estate | 17,120 | 19,866 | 2,746 | 16.04 |
| 531100 | Lessors of Real Estate | 7,658 | 8,791 | 1,133 | 14.79 |
| 531200 | Offices of Real Estate Agents and Brokers | 2,842 | 3,828 | 986 | 34.69 |
| 531300 | Activities Related to Real Estate | 6,620 | 7,247 | 627 | 9.47 |
| 532000 | Rental and Leasing Services | 6,613 | 7,680 | 1,067 | 16.13 |
| 532100 | Automotive Equipment Rental and Leasing | 2,236 | 2,252 | 16 | 0.72 |

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|---|---|---|---|---|---|
| 532200 | Consumer Goods Rental | 2,797 | 3,503 | 706 | 25.24 |
| 532300 | General Rental Centers | 631 | 686 | 55 | 8.72 |
| 532400 | Commercial and Industrial Machinery and Equipment Rental and Leasing | 949 | 1,239 | 290 | 30.56 |
| 533000 | Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) | 455 | 670 | 215 | 47.25 |
| 533100 | Lessors of Nonfinancial Intangible Assets (except Copyrighted Works) | 455 | 670 | 215 | 47.25 |
| **Professional and Business Services** | | **289,552** | **331,641** | **42,089** | **14.54** |
| 541000 | Professional, Scientific, and Technical Services | 98,059 | 109,606 | 11,547 | 11.78 |
| 541100 | Legal Services | 14,730 | 16,825 | 2,095 | 14.22 |
| 541200 | Accounting, Tax Preparation, Bookkeeping, and Payroll Services | 12,273 | 11,957 | -316 | -2.57 |
| 541300 | Architectural, Engineering, and Related Services | 18,458 | 19,553 | 1,095 | 5.93 |
| 541400 | Specialized Design Services | 1,576 | 1,871 | 295 | 18.72 |
| 541500 | Computer Systems Design and Related Services | 17,104 | 18,340 | 1,236 | 7.23 |
| 541600 | Management, Scientific, and Technical Consulting Services | 11,167 | 14,649 | 3,482 | 31.18 |
| 541700 | Scientific Research and Development Services | 5,612 | 6,521 | 909 | 16.20 |
| 541800 | Advertising, Public Relations, and Related Services | 6,245 | 6,257 | 12 | 0.19 |

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|---|---|---|---|---|---|
| 541900 | Other Professional, Scientific, and Technical Services | 10,894 | 13,633 | 2,739 | 25.14 |
| | *Management of Companies and Enterprises* | 52,742 | 60,030 | 7,288 | 13.82 |
| | *Administrative and Support and Waste Management and Remediation Services* | 138,751 | 162,005 | 23,254 | 16.76 |
| 561000 | Administrative and Support Services | 133,318 | 156,137 | 22,819 | 17.12 |
| 561100 | Office Administrative Services | 4,662 | 7,542 | 2,880 | 61.78 |
| 561200 | Facilities Support Services | 532 | 869 | 337 | 63.35 |
| 561300 | Employment Services | 61,123 | 66,187 | 5,064 | 8.28 |
| 561400 | Business Support Services | 15,966 | 20,642 | 4,676 | 29.29 |
| 561500 | Travel Arrangement and Reservation Services | 2,586 | 2,232 | -354 | -13.69 |
| 561600 | Investigation and Security Services | 7,369 | 7,686 | 317 | 4.30 |
| 561700 | Services to Buildings and Dwellings | 32,492 | 39,026 | 6,534 | 20.11 |
| 561900 | Other Support Services | 8,588 | 11,953 | 3,365 | 39.18 |
| 562000 | Waste Management and Remediation Service | 5,433 | 5,868 | 435 | 8.01 |
| 562100 | Waste Collection | 2,089 | 2,105 | 16 | 0.77 |
| 562200 | Waste Treatment and Disposal | 1,654 | 1,639 | -15 | -0.91 |

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|---|---|---|---|---|---|
| 562900 | Remediation and Other Waste Management Services | 1,690 | 2,124 | 434 | 25.68 |
| **Education and Health Services** | | **637,625** | **708,373** | **70,748** | **11.10** |
| | *Educational Services* | 262,606 | 277,724 | 15,118 | 5.76 |
| | *Health Care and Social Assistance* | 375,019 | 430,649 | 55,630 | 14.83 |
| 621000 | Ambulatory Health Care Services | 114,650 | 144,343 | 29,693 | 25.90 |
| 621100 | Offices of Physicians | 46,691 | 61,201 | 14,510 | 31.08 |
| 621200 | Offices of Dentists | 17,002 | 20,127 | 3,125 | 18.38 |
| 621300 | Offices of Other Health Practitioners | 14,284 | 16,340 | 2,056 | 14.39 |
| 621400 | Outpatient Care Centers | 15,528 | 17,971 | 2,443 | 15.73 |
| 621500 | Medical and Diagnostic Laboratories | 2,602 | 2,887 | 285 | 10.95 |
| 621600 | Home Health Care Services | 13,665 | 20,046 | 6,381 | 46.70 |
| 621900 | Other Ambulatory Health Care Services | 4,878 | 5,771 | 893 | 18.31 |
| 622000 | Hospitals | 117,291 | 131,851 | 14,560 | 12.41 |
| 622100 | General Medical and Surgical Hospitals | 111,348 | 126,248 | 14,900 | 13.38 |
| 622200 | Psychiatric and Substance Abuse Hospitals | * | * | * | * |

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|---|---|---|---|---|---|
| 622300 | Specialty (except Psychiatric and Substance Abuse) Hospitals | * | * | * | * |
| 623000 | Nursing and Residential Care Facilities | 78,478 | 85,796 | 7,318 | 9.32 |
| 623100 | Nursing Care Facilities (Skilled Nursing Facilities) | 36,608 | 34,713 | -1,895 | -5.18 |
| 623200 | Residential Intellectual & Developmental Disability, Mental Health, & Substance Abuse Facilities | 13,458 | 16,175 | 2,717 | 20.19 |
| 623300 | Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly | 26,130 | 32,283 | 6,153 | 23.55 |
| 623900 | Other Residential Care Facilities | 2,282 | 2,625 | 343 | 15.03 |
| 624000 | Social Assistance | 64,600 | 68,659 | 4,059 | 6.28 |
| **Leisure and Hospitality** | | **255,858** | **279,500** | **23,642** | **9.24** |
| | *Arts, Entertainment, and Recreation* | 35,581 | 41,043 | 5,462 | 15.35 |
| 711000 | Performing Arts, Spectator Sports, and Related Industries | 7,467 | 6,121 | -1,346 | -18.03 |
| 711100 | Performing Arts Companies | 1,863 | 1,186 | -677 | -36.34 |
| 711200 | Spectator Sports | 2,835 | 2,568 | -267 | -9.42 |
| 711300 | Promoters of Performing Arts, Sports, and Similar Events | 1,970 | 1,473 | -497 | -25.23 |
| 711400 | Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures | 86 | 91 | 5 | 5.81 |
| 711500 | Independent Artists, Writers, and Performers | 713 | 803 | 90 | 12.62 |

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|---|---|---|---|---|---|
| 712000 | Museums, Historical Sites, and Similar Institution | 1,944 | 2,248 | 304 | 15.64 |
| 712100 | Museums, Historical Sites, and Similar Institution | 1,944 | 2,248 | 304 | 15.64 |
| 713000 | Amusement, Gambling, and Recreation Industries | 26,170 | 32,674 | 6,504 | 24.85 |
| 713100 | Amusement Parks and Arcades | * | * | * | * |
| 713200 | Gambling Industries | * | * | * | * |
| 713900 | Other Amusement and Recreation Industries | 25,270 | 31,755 | 6,485 | 25.66 |
| | *Accommodation and Food Services* | 220,277 | 238,457 | 18,180 | 8.25 |
| 721000 | Accommodation, including Hotels and Motels | 30,081 | 33,291 | 3,210 | 10.67 |
| 721100 | Traveler Accommodation | 27,874 | 30,349 | 2,475 | 8.88 |
| 721200 | RV (Recreational Vehicle) Parks and Recreational Camps | 2,033 | 2,764 | 731 | 35.96 |
| 721300 | Rooming and Boarding Houses | 174 | 178 | 4 | 2.30 |
| 722000 | Food Services and Drinking Places | 190,196 | 205,166 | 14,970 | 7.87 |
| 722300 | Special Food Services | 10,351 | 10,816 | 465 | 4.49 |
| 722400 | Drinking Places (Alcoholic Beverages) | 19,095 | 19,521 | 426 | 2.23 |
| 722500 | Restaurants and Other Eating Places | 160,750 | 174,829 | 14,079 | 8.76 |

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|---|---|---|---|---|---|
| **Other Services (except Government)** | | **146,986** | **154,348** | **7,362** | **5.01** |
| 811000 | Repair and Maintenance | 20,892 | 22,630 | 1,738 | 8.32 |
| 811100 | Automotive Repair and Maintenance | 15,446 | 16,794 | 1,348 | 8.73 |
| 811200 | Electronic and Precision Equipment Repair and Maintenance | 1,328 | 1,290 | -38 | -2.86 |
| 811300 | Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance | 3,158 | 3,628 | 470 | 14.88 |
| 811400 | Personal and Household Goods Repair and Maintenance | 960 | 918 | -42 | -4.38 |
| 812000 | Personal and Laundry Services | 25,942 | 27,105 | 1,163 | 4.48 |
| 812100 | Personal Care Services | 15,012 | 16,127 | 1,115 | 7.43 |
| 812200 | Death Care Services | 2,371 | 2,479 | 108 | 4.56 |
| 812300 | Drycleaning and Laundry Services | 5,295 | 5,025 | -270 | -5.10 |
| 812900 | Other Personal Services | 3,264 | 3,474 | 210 | 6.43 |
| 813000 | Religious, Grantmaking, Civic, Professional, and Similar Organizations | 90,700 | 94,567 | 3,867 | 4.26 |
| 814000 | Private Households | 9,452 | 10,046 | 594 | 6.28 |
| **Government** | | **179,852** | **182,540** | **2,688** | **1.49** |
| 999100 | Federal Government, Excluding Post Office | 17,048 | 14,698 | -2,350 | -13.78 |

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|---|---|---|---|---|---|
| 999200 | State Government, Excluding Education and Hospitals | 32,838 | 34,529 | 1,691 | 5.15 |
| 999300 | Local Government, Excluding Education and Hospitals | 129,966 | 133,313 | 3,347 | 2.58 |
| *006010* | *Self Employed Workers, All Jobs* | *148,627* | *157,965* | *9,338* | *6.28* |
| *007010* | *Unpaid Family Workers, All Jobs* | *5,205* | *3,312* | *-1,893* | *-36.37* |

(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 and unpaid family workers.
* Data is not available.
*Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, August 2014*

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*(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 and assignment of codes to existing codes can be problematic. For example, Wisconsin has a burgeoning biotechnology sector that is difficult to capture in the present NAICS coding structure. Occupationally, a bioinformatics analyst can span healthcare records, medical engineering, water resources development, carbon footprint assessment, etc.

(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.*

Employers' employment needs include health care informatics; robotics; business services surrounding large data bases and quantitative expertise; 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
- 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 value and 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.

*(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[1]. This population must include individuals with disabilities among other groups[2] in the State and across regions identified by the State. This includes: —*

*Individuals with Barriers*

[1] Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families program; single parents (including single pregnant women); and long-term unemployed individuals.
[2] Veterans, unemployed workers, and youth, and others that the State may identify.

The Workforce Innovation and Opportunity Act defines a number of populations which may experience significant barriers to employment. 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 significant barriers to employment, the following are most notable:

- There are 237,274 potential displaced homemakers as defined as non-wage earners living in a family setting (2014 American Community Survey).
- There are an additional 957,356 individuals that are considered low-income, as defined by earning less than 125% of the federal poverty level wage (2014 American Community Survey).
- There are 50,703 American Indians or Alaska Natives (and an additional 33,991 residents that claim some Native American heritage) in the state and an additional 1,305 Native Hawaiians or Pacific Islanders (2014 American Community Survey).
- There are 64,132 youth (those under age 17) that have significant disabilities (2014 American Community Survey).
- There are approximately 23,236 homeless individuals, including 6,454 children in Wisconsin (Wisconsin Department of Administration, Division of Housing).
- 334 youth aged out of foster care in Wisconsin in 2014. Of this, more than 70 percent lacked a formal transition plan (Wisconsin Department of Children and Families).
- 471,530 or 8 percent of all individuals in the state speak a language other than English at home, which may indicate limited English proficiency (2014 American Community Survey).

(i) **Employment and Unemployment**. *Provide an analysis of current employment and unemployment data and trends in the State.*

Wisconsin employment has hit record levels, peaking at 2,969,100 in February 2015. However, labor force levels have not. The state's labor force peaked towards the end of the recession at 3,139,242. As a result, the state's unemployment rate has dropped through the economic recovery to as low as 4.4% on a monthly seasonal adjusted basis.

### *Characteristics of Those Not in the Labor Force*

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

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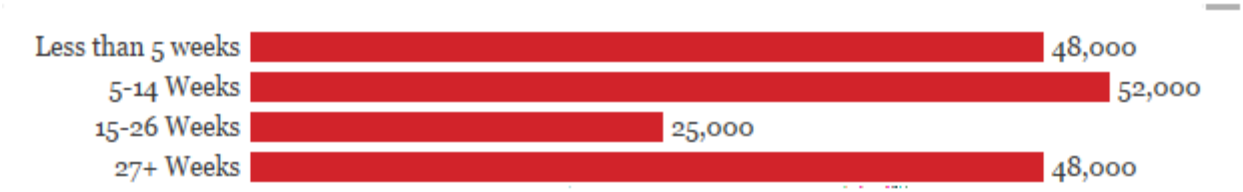
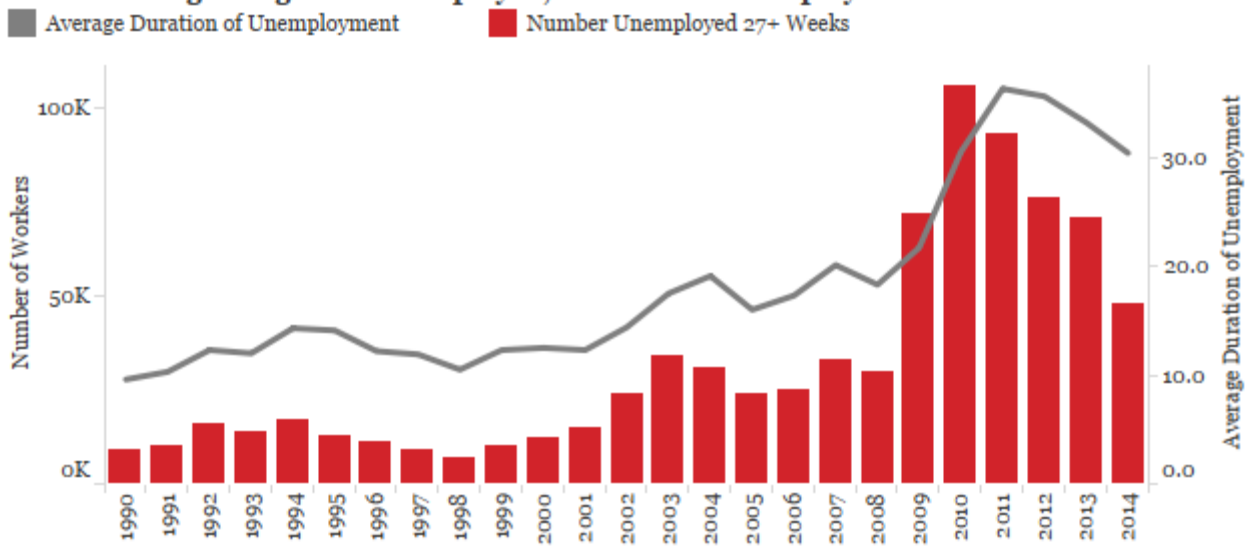
## Wisconsin 2014 Duration of Unemployment Data

174,000 total workers were unemployed, with 48,000 unemployed 27 or more weeks
**Average Duration of Unemployment:** 30.4 weeks
**Median Duration of Unemployment:** 11.3 weeks




**Annual Average Long-term Unemployed, Duration of Unemployment**




NOTE: Figures represent annual averages and refer to current spells of unemployment as the federal government does not track the entire period of a person's unemployment. A change in data collection methods beginning in 2011 affected average duration of unemployment.
SOURCE: Bureau of Labor Statistics, Current Population Survey

According to the Current Population Survey, in August 2015, 1.45 million or 31.8 percent of the civilian, non-institutionalized population aged 16 and over did not participate in the labor market. Of this population, the large majority (92 percent) indicated that they do not want a job. This cohort includes 165,600 residents between the ages of 16 and 24 largely due to educational commitments, as well as 922,400 residents over the age of 55 who have largely entered into retirement. This demonstrates two key trends of labor force non-participation, namely that large numbers of age-eligible individuals have either not yet entered the active workforce or have just recently departed it.

At the end of 2014, Wisconsin had 802 TANF/Wisconsin Works (W-2) participants who were within 2 years of exhausting TANF lifetime eligibility. This was 5.7% of all the W-2/TANF participants. If that analysis includes W-2/TANF participants who have exceeded their TANF lifetime eligibility are included,

then there were 2,072 participants or 14.6% of the W-2/TANF participants. This latter group includes the 802 within 2 years of the lifetime limit (60 months) plus those who have received W-2 extensions to allow continued participation in W-2 (1,270).

According to the 2014 Migrant Labor Report, there are 393 migrant and seasonal farmworkers in Wisconsin.

## *Labor Force Status of Notable Subgroups*

There are a number of groups within this larger population who face more significant barriers to employment and therefore require special services such as those provided under WIOA. Among these groups are individuals with disabilities, veterans, and the incarcerated population. Each of these groups experience unemployment rates that are significantly higher than that of the general population. They also represent vital resources that the state will need to utilize in order to help counteract the workforce quantity challenges.

### Individuals with Disabilities

There are 677,571 individuals in Wisconsin that self-identify as having a significant disability, according to the 2014 American Community Survey. More than half of these individuals (353,531) are of working age, generally defined as between the ages of 18 and 64. This constitutes 10 percent of the state's total working age population. (Individuals with disabilities that are not attached to the labor force are significantly more likely to have cognitive (93,274 residents), ambulatory (111,745 residents), or independent living difficulties (89,922 residents)). Of this population, 140,488 individuals are employed and an additional 21,581 reported being unemployed but seeking work. This leaves an additional 190,682 individuals that are unattached to the labor force. The results in a 13.3 percent unemployment rate within this group – a rate that is more than 2.5 times the state average over the same time period. It also yields a 45.5 percent labor force participation rate.

### Veterans

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 175,000 veterans of working age (between 18 and 64) in Wisconsin, representing another vital potential workforce resource.

The state's veteran population has a labor force participation rate that is, on average 5 percentage points lower than the state as a whole. This occurs despite the fact that the unemployment rate of the active labor force is only 0.2 percentage points higher than the non-



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veteran population (5.5 percent compared to 5.3 percent).

Twenty-seven percent of veteran's experience some type of disability, a rate that is nearly twice that of the non-veteran population. Therefore their participation in the state's labor force is depressed due to barriers they face. Veterans are also significantly more likely to leave the labor force before the age of 55 than their non-veteran counterparts due either to disability or retirement benefits.

### Incarcerated Population

A third notable group that faces significant barriers to employment in Wisconsin is its incarcerated population. Over 22,000 inmates were under the custody of the Wisconsin Department of Corrections as of December 31, 2014. Ninety-four percent of this population is male. Sixty-five percent of this population is currently serving sentences of less than five years. The incarcerated population has a larger share of minority inmates than the general population and a significantly lower level of educational attainment, as only 65 percent of the male population and 70 percent of the female population have at least a high school education. Programs such as Windows to Work and other partnerships between the Department of Corrections and the workforce development community are aimed at acquiring workforce skills and reducing recidivism.

The three groups discussed above offer resources, albeit limited, to 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.

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| Wisconsin civilians not in the labor force by sex and age, August, 2015 (based on CPS) Numbers in thousands | | | | | | |
|---|---|---|---|---|---|---|
| | | Age | | | Sex | |
| | Total | 16 to 18 | 25 to 54 | 55 and over | Men | Women |
| Total not in the Labor Force | 1451 | 219.7 | 288.3 | 943 | 609.7 | 841.3 |
| Do not want a job | 1342.2 | 165.6 | 254.2 | 922.4 | 581.5 | 760.7 |
| Want a job | 108.8 | 54.1 | 34.1 | 20.6 | 28.2 | 80.6 |
| Did not search for work in the previous year | 76 | 40 | 18.4 | 17.7 | 21 | 55 |
| Searched for work in previous year | 32.8 | 14.2 | 15.7 | 3 | 7.2 | 25.6 |
| Not available to work now | 15.3 | 6.9 | 8.4 | | 3.7 | 11.5 |
| Available to work now | 17.5 | 7.3 | 7.3 | 3 | 3.5 | 14 |
| **Reason not looking:** | | | | | | |
| Discouragement over job prospects | 3.5 | 3.5 | | | 3.5 | |
| Reasons other than discouragement | 14 | 3.8 | 7.3 | 3 | | 14 |

*(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 every body available and get everybody trained up to the person's fullest potential". See *'Talent constraints limit growth discussion* below'.

Wisconsin's labor force participation rate (LFPR) has been falling since the late 1990s and dropped dramatically during the last recession, consistent with a national trend. Wisconsin's LFPR continues to fall, to 68.5 percent in 2014. Wisconsin has traditionally had a higher LFPR that the national average, but the decline is affecting the state's labor force due a relatively slow growing population. The result can be seen in Wisconsin's employment-to-population ratio rising since 2010, to 64.7 percent in 2014.



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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 Long Term Occupational Employment Projections | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ***2012 - 2022*** | | | | | | | | | | | |
| | **Occupation** | | | | **Change (2012 - 2022)** | | **Average Annual Openings** | | | | |
| Rank | SOC Code | SOC Title | Employment 2012 (1) | Projected Employment 2022 | Employment | Percent | Due to Growth | Due to Replacements (2) | Total (3) | Typical Education for Entry (4) | Related Occupation Work Experience (5) |
| | **000000** | **Total, All Occupations** | **3,051,328** | **3,269,173** | **217,845** | **7.14** | **23,632** | **71,393** | **95,025** | | |
| **1** | 273091 | Interpreters and Translators | 1,735 | 2,513 | 778 | 44.84 | 78 | 24 | 102 | Bachelor's degree | None |
| **2** | 292032 | Diagnostic Medical Sonographers | 1,046 | 1,478 | 432 | 41.30 | 43 | 15 | 58 | Associate's degree | None |
| **3** | 291071 | Physician Assistants | 1,756 | 2,410 | 654 | 37.24 | 65 | 32 | 97 | Master's degree | None |
| **4** | 395094 | Skincare Specialists | 605 | 814 | 209 | 34.55 | 21 | 5 | 26 | Postsecondary nondegree award | None |
| **5** | 472132 | Insulation Workers, Mechanical | 397 | 527 | 130 | 32.75 | 13 | 5 | 18 | High school diploma or equivalent | None |
| **6** | 131121 | Meeting, Convention, and Event Planners | 1,931 | 2,550 | 619 | 32.06 | 62 | 26 | 88 | Bachelor's degree | None |
| **7** | 474071 | Septic Tank Servicers and Sewer Pipe Cleaners | 690 | 909 | 219 | 31.74 | 22 | 14 | 36 | Less than high school | None |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **8** | 251071 | Health Specialties Teachers, Postsecondary | 5,314 | 6,959 | 1,645 | 30.96 | 164 | 80 | 244 | Doctoral or professional degree | Less than 5 years |
| **9** | 152011 | Actuaries | 692 | 902 | 210 | 30.35 | 21 | 20 | 41 | Bachelor's degree | None |
| **10** | 251072 | Nursing Instructors and Teachers, Postsecondary | 1,833 | 2,385 | 552 | 30.11 | 55 | 28 | 83 | Master's degree | Less than 5 years |
| **11** | 514012 | Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic | 1,392 | 1,804 | 412 | 29.60 | 41 | 39 | 80 | High school diploma or equivalent | None |
| **12** | 518091 | Chemical Plant and System Operators | 319 | 412 | 93 | 29.15 | 9 | 12 | 21 | High school diploma or equivalent | None |
| **13** | 292056 | Veterinary Technologists and Technicians | 1,781 | 2,288 | 507 | 28.47 | 51 | 18 | 69 | Associate's degree | None |
| **14** | 436013 | Medical Secretaries | 12,922 | 16,570 | 3,648 | 28.23 | 365 | 156 | 521 | High school diploma or equivalent | None |
| **15** | 291171 | Nurse Practitioners | 1,986 | 2,546 | 560 | 28.20 | 56 | 38 | 94 | Master's degree | None |
| **16** | 493091 | Bicycle Repairers | 455 | 582 | 127 | 27.91 | 13 | 16 | 29 | High school diploma or equivalent | None |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **17** | 419021 | Real Estate Brokers | 1,102 | 1,402 | 300 | 27.22 | 30 | 10 | 40 | High school diploma or equivalent | Less than 5 years |
| **18** | 291067 | Surgeons | 744 | 944 | 200 | 26.88 | 20 | 19 | 39 | Doctoral or professional degree | None |
| **19** | 292031 | Cardiovascular Technologists and Technicians | 1,432 | 1,814 | 382 | 26.68 | 38 | 20 | 58 | Associate's degree | None |
| **20** | 131161 | Market Research Analysts and Marketing Specialists | 9,082 | 11,484 | 2,402 | 26.45 | 240 | 124 | 364 | Bachelor's degree | None |
| **21** | 399021 | Personal Care Aides | 47,289 | 59,756 | 12,467 | 26.36 | 1,247 | 338 | 1,585 | Less than high school | None |
| **22** | 472021 | Brickmasons and Blockmasons | 1,189 | 1,502 | 313 | 26.32 | 31 | 13 | 44 | High school diploma or equivalent | None |
| **23** | 151122 | Information Security Analysts | 1,357 | 1,711 | 354 | 26.09 | 35 | 21 | 56 | Bachelor's degree | Less than 5 years |
| **24** | 514122 | Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders | 2,826 | 3,559 | 733 | 25.94 | 73 | 69 | 142 | High school diploma or equivalent | None |
| **25** | 292012 | Medical and Clinical Laboratory Technicians | 2,540 | 3,170 | 630 | 24.80 | 63 | 67 | 130 | Associate's degree | None |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **26** | 493011 | Aircraft Mechanics and Service Technicians | 1,314 | 1,639 | 325 | 24.73 | 32 | 35 | 67 | Postsecondary nondegree award | None |
| **27** | 473012 | HelpersCarpenters | 346 | 430 | 84 | 24.28 | 8 | 5 | 13 | Less than high school | None |
| **28** | 311011 | Home Health Aides | 11,746 | 14,533 | 2,787 | 23.73 | 279 | 223 | 502 | Less than high school | None |
| **29** | 292055 | Surgical Technologists | 2,603 | 3,218 | 615 | 23.63 | 62 | 26 | 88 | Postsecondary nondegree award | None |
| **30** | 472131 | Insulation Workers, Floor, Ceiling, and Wall | 796 | 982 | 186 | 23.37 | 19 | 10 | 29 | Less than high school | None |
| **31** | 292021 | Dental Hygienists | 4,618 | 5,677 | 1,059 | 22.93 | 106 | 118 | 224 | Associate's degree | None |
| **32** | 191021 | Biochemists and Biophysicists | 602 | 739 | 137 | 22.76 | 14 | 17 | 31 | Doctoral or professional degree | None |
| **33** | 419022 | Real Estate Sales Agents | 2,357 | 2,892 | 535 | 22.70 | 54 | 22 | 76 | High school diploma or equivalent | None |
| **34** | 152031 | Operations Research Analysts | 1,864 | 2,282 | 418 | 22.42 | 42 | 42 | 84 | Bachelor's degree | None |
| **35** | 472031 | Carpenters | 17,548 | 21,473 | 3,925 | 22.37 | 392 | 216 | 608 | High school diploma or equivalent | None |
| **36** | 319092 | Medical Assistants | 10,778 | 13,182 | 2,404 | 22.30 | 240 | 206 | 446 | Postsecondary nondegree award | None |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **37** | 151121 | Computer Systems Analysts | 11,737 | 14,326 | 2,589 | 22.06 | 259 | 184 | 443 | Bachelor's degree | None |
| **38** | 499062 | Medical Equipment Repairers | 1,011 | 1,232 | 221 | 21.86 | 22 | 28 | 50 | Associate's degree | None |
| **39** | 291061 | Anesthesiologists | 472 | 575 | 103 | 21.82 | 10 | 12 | 22 | Doctoral or professional degree | None |
| **40** | 499041 | Industrial Machinery Mechanics | 7,475 | 9,098 | 1,623 | 21.71 | 162 | 216 | 378 | High school diploma or equivalent | None |
| **41** | 232011 | Paralegals and Legal Assistants | 3,612 | 4,394 | 782 | 21.65 | 78 | 59 | 137 | Associate's degree | None |
| **42** | 292057 | Ophthalmic Medical Technicians | 485 | 590 | 105 | 21.65 | 10 | 5 | 15 | Postsecondary nondegree award | None |
| **43** | 131081 | Logisticians | 1,848 | 2,234 | 386 | 20.89 | 39 | 21 | 60 | Bachelor's degree | None |
| **44** | 291124 | Radiation Therapists | 409 | 494 | 85 | 20.78 | 8 | 8 | 16 | Associate's degree | None |
| **45** | 132052 | Personal Financial Advisors | 4,130 | 4,986 | 856 | 20.73 | 86 | 67 | 153 | Bachelor's degree | None |
| **46** | 472141 | Painters, Construction and Maintenance | 4,711 | 5,686 | 975 | 20.70 | 98 | 71 | 169 | Less than high school | None |
| **47** | 372021 | Pest Control Workers | 728 | 877 | 149 | 20.47 | 15 | 20 | 35 | High school diploma or equivalent | None |

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| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **48** | 472051 | Cement Masons and Concrete Finishers | 3,417 | 4,100 | 683 | 19.99 | 68 | 39 | 107 | Less than high school | None |
| **49** | 419011 | Demonstrators and Product Promoters | 1,225 | 1,469 | 244 | 19.92 | 24 | 34 | 58 | High school diploma or equivalent | None |
| **50** | 373013 | Tree Trimmers and Pruners | 693 | 831 | 138 | 19.91 | 14 | 18 | 32 | High school diploma or equivalent | None |

| Typical Education for Entry | Employment 2012 | Projected Employment 2022 | Change (2012 - 2022) | |
|---|---|---|---|---|
| | | | Employment | Percent |
| High school diploma or equivalent | 1,234,035 | 1,307,403 | 73,368 | 5.95% |
| Less than high school | 831,969 | 888,480 | 56,511 | 6.79% |
| Bachelor's degree | 466,763 | 504,685 | 37,922 | 8.12% |
| Postsecondary nondegree award | 197,445 | 215,098 | 17,653 | 8.94% |
| Associate's degree | 122,695 | 137,081 | 14,386 | 11.73% |
| Doctoral or professional degree | 72,400 | 81,813 | 9,413 | 13.00% |
| Master's degree | 45,715 | 50,412 | 4,697 | 10.27% |

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| | | | | |
|---|---|---|---|---|
| Some college, no degree | 33,710 | 35,027 | 1,317 | 3.91% |
| ***Total**** | ***3,004,732*** | ***3,219,999*** | ***215,267*** | ***7.16%*** |

**Using only published data.*

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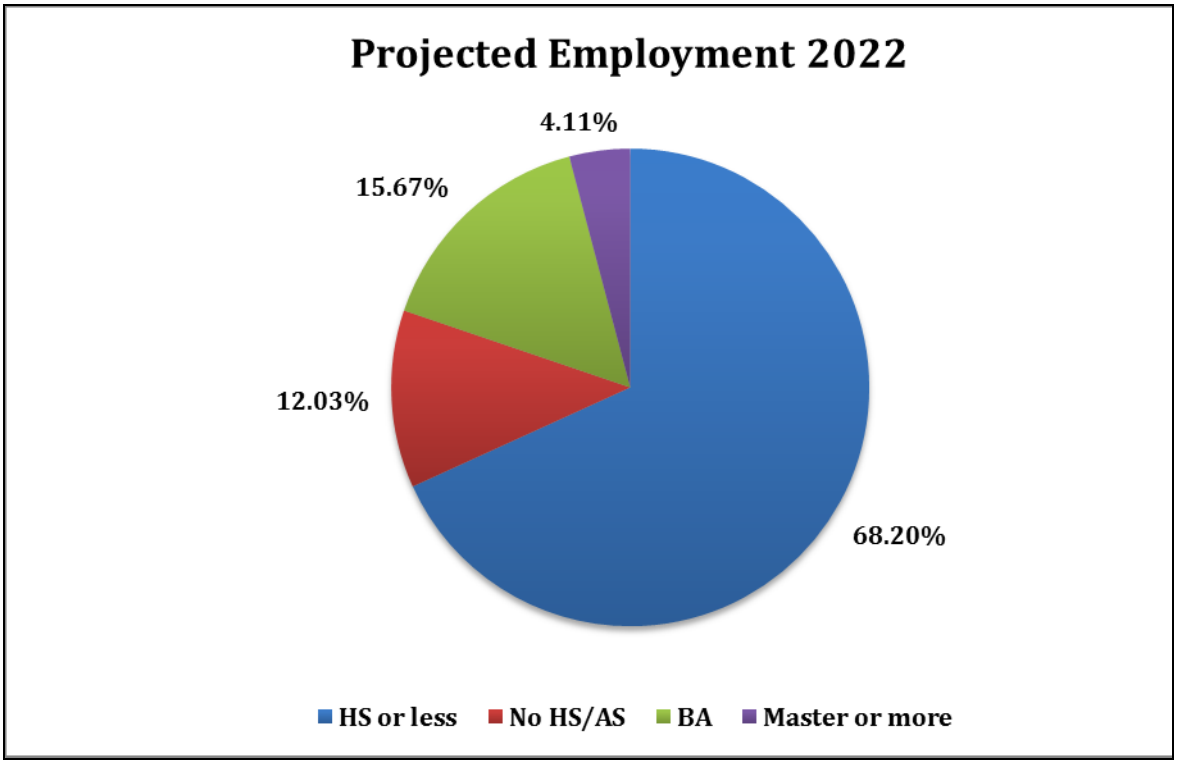


(iv) **Describe apparent 'skill gaps'**.

Perhaps belaboring the point, 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 – as without enough workers, all industries and occupations will have too few appropriately skilled job candidates.

*(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.*[3]

[3] Mandatory one-stop partners**:** Each local area must have one comprehensive one-stop center that provides access to physical services of the core programs and other required partners. In addition to the core programs, for individuals with multiple needs to access the services, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, Unemployment Compensation Programs, and YouthBuild. TANF is now a required partner, unless the Governor takes special action to make TANF an optional one-stop partner.

### *Talent constraints limit growth*

Wisconsin's employment growth was constrained, however, by difficulty finding workers to fill open jobs. Constant complaints were aired by employers across the state and across industries about the lack of qualified talent to fill open positions. Every industry and most occupations voiced concerns about the dearth of talent available.

Jobs in health care, IT, skilled trades, and skilled manufacturing occupations have increased, but the 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 dearth of available workers across all occupations and skill sets, such as retail, customer service, and warehousing. Employers complain about the shortage of 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 situation is inevitable and the outcome poses enormous challenges for the state's economy. The transcending twelve months of recovery through 2014 has only exacerbated the situation.

Wisconsin's demographics are evolving. Wisconsin's labor force aged population will increase by 1.10 million in 2000 to 5.25 million in 2030. But the demographic age shift of the population will be dominated by the older population, the baby boomers, and their participation in the labor force will diminish with age. So while the workforce population will increase by over a million people, the active workforce itself will observe a much different track.

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. The pending workforce quantity situation is unprecedented and largely unalterable.

### *Demand v. Supply*

Model simulations based upon DWD jobs projections models indicate a shortage of workers will directly affect Wisconsin's job growth over the next ten years. Running scenarios of job demand projections unconstrained by workforce limits shows an estimated gap of 46,000 potential jobs in the state in the year 2022. The base assumptions in the simulation are a 6.0 percent long-term unemployment rate and

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a jobs-to-worker ratio of 1.08. If the unemployment rate assumption is relaxed to 5.0 percent, there remains a 22,000 worker supply gap in the year 2022. Assuming a long-term unemployment rate of 4.5 percent, yields a supply gap of 5,000.

What changes with a quantity gap, versus a skills gap, is that most occupations see shortages. Traditionally, target training and/or other incentive 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.

With a general quantity gap, however, shifting worker skills from one sector to another only increases 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 completion.

*(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.

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 a particular interest in developing collaboration between workforce development boards and sharing of best practices.

One notable theme that developed in the strengths and weaknesses analysis was a practice in many instances to "refer out" an individual who may present with a barrier, particularly a disability. While such referrals were allowable, they cannot continue, given WIOA's emphasis on serving participants who have barriers, multiple barriers and/or severe barriers. To the great fortune of the Title IB providers, Wisconsin DWD's Division of Vocational Rehabilitation (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.

Another example of potential weaknesses that can be strengthened through collaboration is with performance. The experience that U.S. Department of Labor funded core programs have in development of performance goal setting, including economic analysis, can be shared with the core programs funded by the U.S. Department of Education (DOE), 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



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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.*

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 Registered Apprenticeship program and hearty On-the-Job Training programs that meet industry demands, our pursuit becomes one of continuous improvement. The structure developed by Governor Scott Walker for the CWI'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 committee structure of the state board 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, in order 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 eleven local workforce development boards (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 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.

*(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,



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whether through new skill acquisition or 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 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.

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(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 should—*

### *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[4] and other populations.[5]*

#### Access

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 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 better serve customers 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 is developing balanced scorecards that will be shared at

[4] Individuals with barriers to employment include displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; ex-offenders; homeless individuals, or homeless children and youths; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers (as defined at section 167(i) of WIOA and Training and Employment Guidance Letter No. 35-14); individuals within 2 years of exhausting lifetime eligibility under the Temporary Assistance for Needy Families Program; single parents (including single pregnant women); and long-term unemployed individuals.

[5] Veterans, unemployed workers, and youth and any other populations identified by the State.



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quarterly meetings to effectively convey outcomes on federal performance outcomes, as well as additional state metrics.

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

### Access

More employers from all sectors, sizes and all regions shall engage in activities with Wisconsin's talent development system. Engagement will be led by the Governor's Council on Workforce Investment (CWI) and implemented by the local Business Service Teams (BSTs) of the WDBs. The goal of access also applies to the participation of interested programs on the BSTs. Representatives on each BST will include a representative of the WBD, all core programs, Registered Apprenticeship, DWD's Office of Veterans Services, and any other interested one stop program partners.

### Alignment

The alignment of members of the business service teams, which shall receive guidance from the CWI, will ensure that businesses are being served by the American Job Center of Wisconsin brand. Additional activities that have taken place in Program Year 2014 have given Wisconsin's WDB-led BSTs a solid foundation for providing well-aligned and synchronized services. The business Customer Relationship Management (CRM) tool, Salesforce was launched in January 2013, and its use is now embedded in the work of almost 400 staff. All staff has been trained, teams established protocols on how they would use the tool, and began tracking business engagement on a more routine basis. Licensed user staff includes WDB/WIOA staff, Job Service DVR, Temporary Assistance for Needy Families, technical colleges, and other Community Based Organization contracted staff.

### Accountability

Better aligned BSTs will facilitate greater outcomes for employers. Ultimately measured by the Effectiveness in Serving Employers measure of WIOA, employers will have the skilled workforce they need to maintain and grow their businesses. The integration of information provided by Salesforce will aid in providing timely responses to employer needs. Additionally, the updates to the skill matching functions of the jobcenterofwisconsin.com tool provide great benefit to employers searching for candidates. Real-time labor market information available throughout the site provides a resource for employers seeking to fill openings, and achievement will be measured through the amount of time between posting of a job and the filling of the position.

*(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.



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(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.*

The State intends to use a balanced scorecard, presented to the state workforce board quarterly, to assess the overall effectiveness of the workforce investment system. Two draft scorecards were discussed with the CWI in March of 2015: a Wisconsin Employment Scorecard and a Wisconsin Talent Development Scorecard. The Wisconsin Employment Scorecard would assess Workforce Projections and Forecasts, Job Openings and Placements, Workforce Program Outcomes, and State GPR Investments. The Talent Development Scorecard would assess Career and Job Events, Business Service Outcomes, Sector Strategies, and Pathways and Partnerships. The substance of these scorecards will be further refined and finalized in PY15 by the state workforce board. By presenting the scorecards with the data components quarterly to the state workforce board, DWD will ensure that the results are used in a manner to make continuous and quality improvements.

(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).*

During Program Year 2014, 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.

Labor market information 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 and Development & Resource Alignment Committee. This committee will oversee the development of a strategic framework for regional sector partnerships.



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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.

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 TAACCCT Exceeding the Cap project, funded by Dept. of Labor 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, and the Wisconsin Economic Development Corporation. The active participation of the partners of the Wisconsin Career Pathways Committee ensures that career pathways in Wisconsin are industry-driven and support students and job seekers of all ages.

In order to successfully collaborate 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.

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 find the right clients for the right program. Additionally, 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 Career and Technical Education (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.

### *Cross-Program Data Coordination*

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 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.

Common intake: The core WIOA partners will work towards 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 FoodShare. The common intake will reduce duplication of client profiles and duplication of/gaps in service provision. Until which time the common intake is possible, core WIOA partners will share data to the greatest extent possible by available technology and funds.

Transparency of the purpose and uses of job seeker information with our partners and training of staff to ensure appropriate security and handling of personally identifiable information will be the cornerstones of informing and guiding clients in their choice to consent to data sharing.

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 Adult Basic Education/High School Equivalency Diploma, will be part of the service provider report card offerings.

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

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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 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 and 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.
3. All WIOA partners will have access to the common data for purposes unique to their own operations.

### *Job Driven Investment*

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. Labor market information 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 eligible training provider list (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.

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*(2) Describe the strategies the State will use to align the core programs, any Combined State Plan partner programs included in this Plan, mandatory 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 gaps identified in the State's workforce analysis.*

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, Wagner-Peyser and Vocational Rehabilitation services are administered by the Wisconsin Department of Workforce Development, while Title II is administered by the Wisconsin Technical Colleges System. 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 Divisions of Employment and Training, Vocational Rehabilitation, and Unemployment Insurance, and the WTCS Provost.

### *One System*

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 workforce development board 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 the Governor's Council on Workforce Investment. 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 the Governor's Council on Workforce Investment and the Wisconsin Job Center system to develop a strong, skilled workforce.

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 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 (TAA) and the Jobs for Veterans State Grant (JVSG), both of which are administered by DWD.

### *Combined State Plan Program Leadership*

Wisconsin's implementation plan also included the WIOA Review Committee, which included leadership of the state plan programs and the Unemployment Insurance Program, serving in a steering committee capacity. Legislation review workgroups were established to methodically review every section of the WIOA. Workgroup membership was open to all state plan partner programs and the eleven workforce development boards, 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 Unemployment Insurance (UI), Vocational Rehabilitation, and Employment and Training (DET), which oversees Titles IB, III, TAA, and JSVG, along with the state's Title II Director, who works for the Wisconsin Technical College System (WTCS). The WIOA Leadership Team will continue to meet throughout implementation of WIOA and beyond Program Year 2016 to continue the coordination and collaboration among combined state plan programs. This team will also serve as a knowledgeable resource to the CWI and its committees.

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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 the Governor's Council on Workforce Investment.

The CWI has three committees, including an Executive Committee comprised of the Chair, Vice Chair, Executive Director, and Co-Chairs of the standing committees. The Executive Committee provides overall direction to Council activities and also takes action 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*

Purpose: The Council has two standing committees to formalize a structure for stakeholders in Wisconsin's workforce and talent development system to actively participate in the maintenance, support and refinement of the system's activities. The committees consist of a diverse range of stakeholders, including employers. 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 Executive Director appoints the standing committee co-chairs and members. It is not required that standing committee members be members of the Council, however, at least one standing committee co-chair must be a Council member. The committee co-chairs shall convene committee meetings at least 4 times per year in advance of Council meetings and as needed upon the call of the committee co-chairs.

### Talent Development and Planning Committee

- The Talent Development and Planning Committee has the following purposes:
  - Recommend WIOA State plan components to the Council members.
  - Perform functional requirements of the state workforce board.



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- Review outcomes and suggest modifications to the CWI Strategic Plan.

- The Talent Development and Planning Committee has the following responsibilities:
  - Serve as an advisor to review and recommend regional plans and strategies.
  - Serve as an advocate of plans and strategies to the Council, DWD leadership, policy makers and other influencers.
  - Serve as an administrator to collect and manage workforce and talent development information on behalf of the Council.
- The Talent Development and Planning Committee shall be responsible for the following deliverables:
  - Review state, regional and local plans and activities as required by WIOA and provide status reports to the Council.
  - Perform state workforce board functional responsibilities identified in ss. 101(d)(1) through 101(d)(12) of WIOA and provide recommendations to the Council.
  - Review progress of recommendations the Council's Strategic Plan and provide status updates to the Council.
  - Assess opportunities and recommend amendments to the Council's Strategic Plan.
  - Review plans and recommendations of the Memorandum of Understanding between DWD, the Council, and the Wisconsin Workforce Development Association (WWDA) and suggest additional service level agreements.

### Partnership Development and Resource Alignment Committee

- The Partnership Development and Resource Alignment Committee has the following purposes:
  - Convene and connect talent development resources to drive innovative workforce solutions that support economic development strategies.
  - Consult with state, regional and local resources to champion collaborations and partnerships within the workforce ecosystem.
- The Partnership Development and Resource Alignment Committee has the following responsibilities:
  - Serve as convener to gather thought leaders and practitioners to perpetually evaluate talent development system(s).
  - Serve as a connector of resources to other agencies, service providers, collaborators, initiatives or projects.
  - Serve as a consultant to state/local workforce boards and partners regarding strategies and opportunities.
  - Oversee the Governor's Task Force on Minority Unemployment.
- The Partnership Development and Resource Alignment Committee shall be responsible for the following deliverables:
  - Review talent development systems and networks and recommend innovative solutions and integration of resources.
  - Recommend education and outreach strategies and campaigns to continually align resources and partners.

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*(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 the Governor's Council on Workforce Investment and directed its activities, drives the work of the CWI. A Memorandum of Understanding (MOU) between the CWI, DWD and the Wisconsin Workforce Development Association (WWDA), as well as an MOU between the DWD, Wisconsin Technical College System and the Wisconsin Economic Development Corporation and an MOU between DWD and the Wisconsin Department of Public Instruction 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 an Information Technology Team, a Federal Reporting Team, and an ETPL team. The Performance Advisory Committee (PAC) is a statewide committee tasked with advising the WIOA Leadership Team on performance matters. The PAC is co-led by a DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs and local workforce development boards.

Wisconsin will have a WIOA Functional Youth Committee with Titles I, II and IV for collaboration to occur at a state level. The committee will develop communication and tools with all Titles' input for a consistent message to the local boards on how to work with the common customer. Information will be presented to the local workforce development boards by content experts to answer questions and facilitate collaboration. In addition, information will be provided information to DPI and local school and technical college districts on WIOA partner collaboration.

*(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 Registered Apprenticeships), education (including career and technical education), human services and other programs not covered by the plan, as appropriate, assuring coordination of, and avoiding duplication among these activities.*

Alignment of 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 the Governor's Council on Workforce Investment. Specifically, the Partnership Development and Resource Alignment Committee has the following purposes:



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- Convene and connect talent development resources to drive innovative workforce solutions that support economic development strategies.
- Consult with state, regional and local resources to champion collaborations and partnerships within the workforce ecosystem.

DWD Secretary Newson has appointed State level leadership of the following programs to the committee in order to formalize their input into the workforce development system: Wisconsin Department of Children and Families (DCF), Wisconsin Department of Health Services (DHS), Wisconsin Housing and Economic Development Authority (WHEDA), Wisconsin Department of Veterans Affairs, Wisconsin Department of Corrections (DOC), DWD's Division of Vocational Rehabilitation, and DWD's Office of Veterans Services.

In PY 2014, DWD signed a Memorandum of Understanding (MOU) with the Wisconsin Department of Public Instruction (DPI) around academic and career planning. The MOU included the below points of mutual 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 aforementioned 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 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 the Wisconsin 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 the DOC in development of a pilot project to allow inmates nearing release to access various assessment and career exploration tools in order to better 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 similar program 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 (CSBG), and refugee programs decided to pursue a meeting to discuss alignment potential between WIOA and

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W2, Wisconsin's TANF program. The meeting will include DET staff, DCF staff, 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.

The Workforce Innovative and Opportunities Act 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, 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.

The Division of Employment and Training, Department of Workforce Development (DWD/DET) which administers the Title 1B Programs and the Bureau of Aging and Disability Resources, Department of Health Services (DHS/BADR) staff met to better facilitate and define collaborative activities for older workers through the WIOA Combined State Plan for PY16. The DHS/BADR SCSEP Coordinator, will meet with the Adult and Dislocated Worker Program Coordinator who serves as the designated agency liaison from DWD 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.
- Align WIOA co-enrollments with the SCSEP program so older people who meet eligibility criteria have the opportunity to enroll.
- Plan meeting(s) with Workforce Development Board (WDB) leadership, Title 1B staff, DWD Local Program Liaisons, and the SCSEP Coordinator along with designated national grantees/sub grantees who serve the older people within their workforce development areas to discuss how coenrollments and other services can be aligned and a unified, working partnership created between them.
- Participate in a WIOA Roundtable in May 2016 to WDBs providing a presentation about the SCSEP program and meeting the national and state sub grantees who administer the program.

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, which oversees the Title IB programs, is particularly interested in developing a strong relationship with the FoodShare Employment and Training (FSET) program administered by the Wisconsin Department of Health Services (DHS). BWT commits to collaboratively developing an actionable partnership plan with FSET prior to Program Year 16, 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*



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*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 will continue to meet to coordinate and align services provided by the combined state plan programs. Beginning in Program Year 2014, system-wide policies were developed and routed by this leadership group to ensure all needs are considered and potential impacts are understood. 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.

*(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.*

The CWI provides guidance and thought leadership to the DWD and the WDB-led Business Services Teams. The intentional inclusion of leadership of industry-led sector partnerships on the CWI committees shall ensure that appropriate input is incorporated into the coordination and alignment of service provision to employers. The WIOA Leadership Team is developing plans to have a state level subject matter expert team to provide guidance to the WWDA and WDBs' BSTs on matters such as standards, communication protocol, and potential streamlining of protocol. These plans will be shared for feedback with the WDBs in PY15 and have been developed due to a functional WIOA workgroup led by a DWD-DVR staff person.

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.

The 2nd Annual Collabor8 Business Services Summit was held in April 2015. The first summit was planned and held in April of 2014 with 200 attendees for the local business services teams. The planning committee consisted of staff from the state agency and from a few WIBs. The summit was a rousing success leading to the second annual summit that was held during PY 2014, again with 200 attendees. The summits are planned with a mix of general speakers, breakout sessions, and structures time for local teams to meet and work on improvements to their operations. Planning is already underway for spring of 2016.

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, transporting, 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 PY 2014 for a statewide business services training curriculum to provide a standardized foundation for training for all business services staff. An RFP (Request for Proposal) was issued in December 2014, due in January and a contract was signed in April 2014. Development is underway with train the trainer sessions and the first cohort training on September 22 and 23, 2015. This one day training will be accompanied by 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.

*(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 the CWI is the cornerstone of the state's engagement with educational institutions through the talent development system. Current members are the President of the Wisconsin Technical College System, the State Superintendent of Public Instruction, the President of the University of Wisconsin System, and the President of the Wisconsin Association of Independent Colleges and Universities.

A Service Level Agreement has been drafted between DWD and DPI regarding the Career and Technical Education (CTE) Incentive Grant Program. Grants from this program incentivize school districts to offer high-quality career and technical education 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. The Department of Workforce Development (DWD), with the consultation of the Department of Public Instruction (DPI) and the Wisconsin Technical College System Office (WTCS), 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 valid for reimbursement under these grants.

*(F)* **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 Wisconsin Fast Forward 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 Wisconsin Fast Forward program through a $35.4 million investment to:



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1. Reduce Wisconsin Technical College System 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 visits with and facilitates conversations between employers, regional economic development corporations, Workforce Development Boards (WDBs), technical colleges, chambers of commerce and other stakeholders to make local talent development connections and encourage collaborative, multi-employer Wisconsin Fast Forward grant applications.

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

Relationships between WIOA-administering agencies, DWD and WTCS, and the Wisconsin Department of Public Instruction, 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.

> "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."



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

Access to Postsecondary Credentials and improvement of such is led by the Wisconsin Career Pathways Committee, which is staffed through the WTCS. The membership of DWD, including the Division of Employment and Training IB staff, Office of Veterans Services staff, Registered Apprenticeship staff and the Division of Vocational Rehabilitation, as well as the WWDA, WEDC, and DPI ensures that credentials are industry-recognized, portable and stackable. Wisconsin's career pathways system is a source of great pride and is driven by local industry sector partnerships.

(H) **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.*

Coordination with economic development strategies is led by the CWI. The Chief Executive Officer of the Wisconsin Economic Development Corporation (WEDC) is an appointed member of the CWI. A representative from WEDC, as well as the Wisconsin Economic Development Association (WEDA), and one representative from each of Wisconsin's nine economic development regions are seated on the CWI's Talent Development and Planning Committee. Additionally, two economic development representatives serve on the CWIs Partnership Development and Resource Alignment Committee. In 2014, the CWI and the WEDC held a joint meeting with Governor Scott Walker to discuss alignment of strategies. The current CWI plans to hold at least one annual joint meeting with the WEDC to validate that plans for coordination are being implemented.

Locally, all WDBs coordinate with economic development entities, strategies, and activities. Due to boundary lines that do not perfectly match those of the local workforce development areas (WDAs), Wisconsin's 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., labor market information 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.*



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In fall of 2015, Wisconsin DWD released a significantly updated jobcenterofwisconsin.com (JCW). This tool will focus on making job matches based on skills rather than on job titles. It includes reflection of services on a jobseeker dashboard within JCW (My JCW), provision of information about compliance, a modernized look and feel, improved usability, integrated LMI, personalized information for both job seekers and employers, and staff tools to match Wisconsin's service delivery model.

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 Program Year 16 and 17, 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.

*(2) The State policies that will support the implementation of the State's strategies (e.g., co-enrollment policies and universal intake processes).*

The CWI will provide guidance relating to state policies supporting the implementation of the state's strategies, such as co-enrollment and universal intake processes. Analysis and recommendations will be provided to the state board for their consideration by DWD in PY16.

*(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 Wisconsin's Department of Workforce Development.

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

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

The Wisconsin Department of Workforce Development (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.

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



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tomorrow, protecting and enforcing worker's rights, processing unemployment claims 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.

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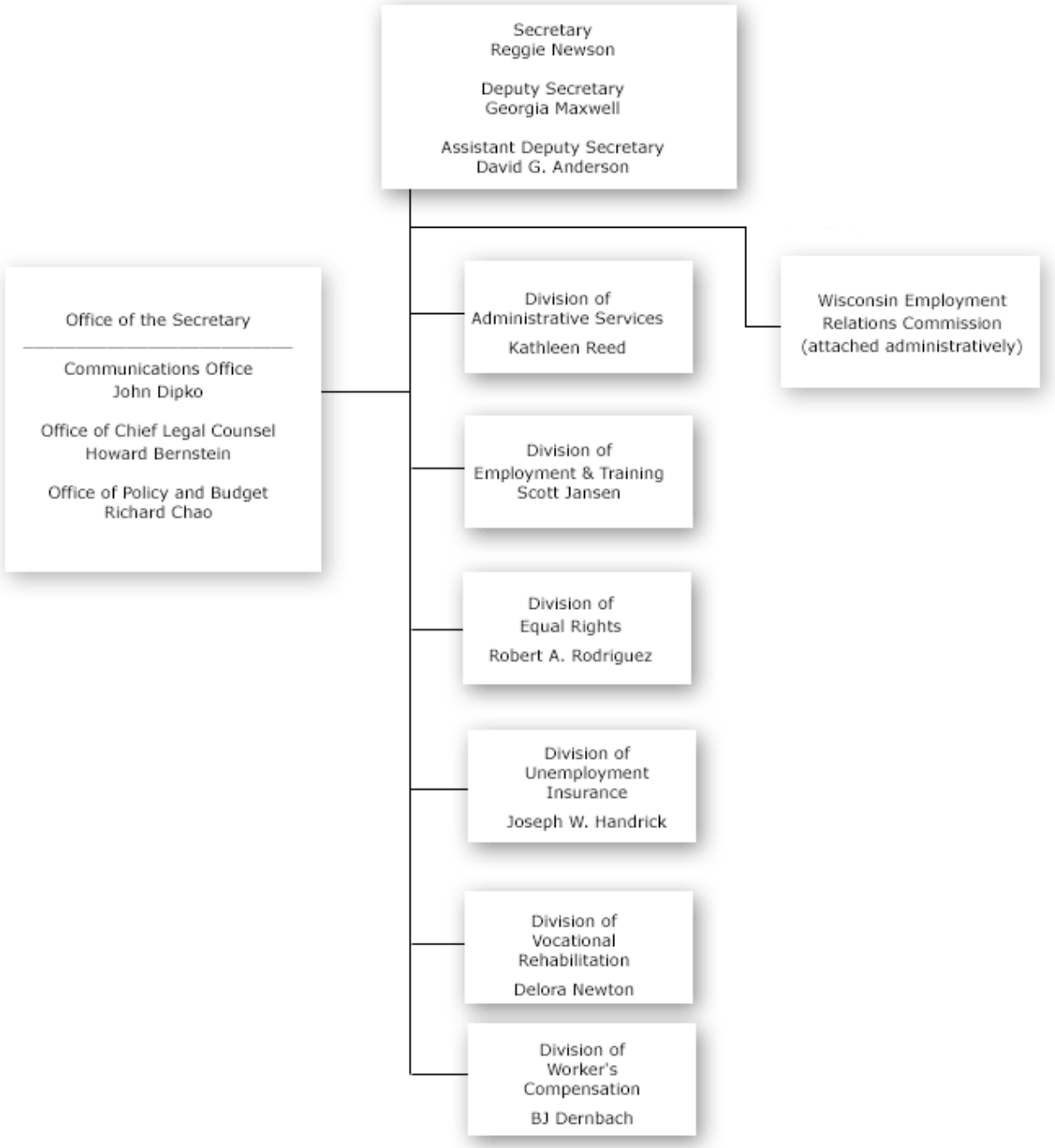
## Wisconsin Department of Workforce Development Organizational Chart

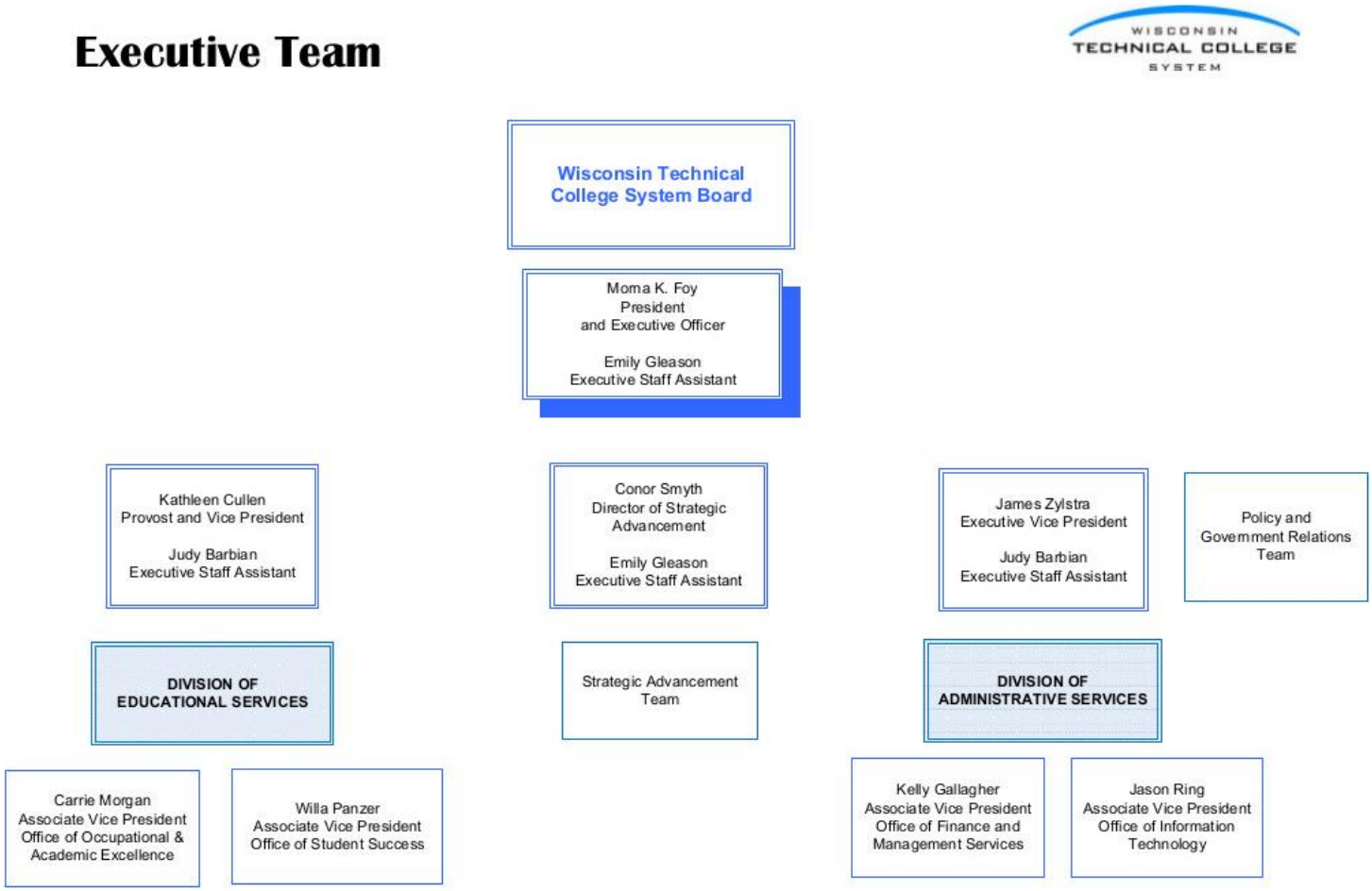



Wisconsin's Title IB Programs are administered by the Division of Employment of Training (DET), with formula funding going to the eleven local workforce development boards (WDBs).

All activities funded by WIOA Title II are authorized, approved and overseen by the Wisconsin Technical College System Board, Associate Vice President of Office of Student Success and Adult Basic Education staff.

Adult Basic Education 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 community based organizations, 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 Adult Basic Education.

## Wisconsin Technical College System Organizational Chart



*(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
- Reggie Newson, Department of Workforce Development
- Mark Tyler, OEM Fabricators, Chair
- Dan Ariens, Ariens Company
- Kurt Bauer, Wisconsin Manufacturers & Commerce
- Ray Cross, University of Wisconsin System
- Cedric Ellis, CUNA Mutual Group
- Tony Evers, Department of Public Instruction
- Paul Farrow, Waukesha County Executive
- Andy Fiene, Premier Cooperative
- Morna Foy, Wisconsin Technical College System
- Mark Hogan, Wisconsin Economic Development Corporation
- Grailing Jones, Schneider Finance, Inc.
- Steve Klessig, Keller, Inc.
- Janice Lemminger, Manpower Group
- Steve Loehr, Kwik Trip
- Terry McGowan, International Union of Operating Engineers
- Dan Mella , Plymouth School District
- Michelle Mettner, Children's Hospital of Wisconsin
- Kent Olson, Olson Tire and Auto Service. Inc.
- Alan Petelinsek, Power Test, Inc.
- Vern Peterson, Wisconsin Public Service Corporation
- Rep. Warren Petryk, Wisconsin Assembly
- Dawn Pratt, Wisconsin Apprenticeship Advisory Council
- Mark Reihl , Wisconsin State Council of Carpenters
- Sen. Janis Ringhand, Wisconsin Senate
- Lola Roeh, The Osthoff Resort
- Sen. Roger Roth, Wisconsin Senate
- Kathi Seifert, Katapult, LLC.
- Rep. Katrina Shankland, Wisconsin Assembly
- Dan Steininger, BizStarts Milwaukee
- Tom Still, Wisconsin Technology Council
- Troy Streckenbach, Brown County Executive
- Vicky Strobel, Marshfield Clinic
- Rolf Wegenke, Wisconsin Association of Independent Colleges and Universities

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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 standard CWI quarterly meeting includes the following:

- Report Outs from Committees;
- Guest Speakers from Wisconsin's Talent Development System
- Review of Recommendations of CWI Strategic Plan
- Updates on WIOA Requirements

Per Governor Walker's Executive Order #152, DWD provides staff support to the CWI.

(4) **Assessment 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.*

Each core program's performance in each of the primary indicators of performance will be a start 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 Performance Advisory Committee 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 Performance Advisory Committee (PAC) is a statewide committee tasked with advising the WIOA Leadership Team on performance matters. The PAC is co-led by a DWD-DET and DWD-DVR staff and includes representation from all combined state plan programs, local workforce development boards, and the DWD-Division of Unemployment Insurance. The WIOA Leadership Team shall provide briefings on these reports to the Governor's Council on Workforce Investment for their review and action.

WIOA's primary measures of performance measure each core program's effectiveness at producing desired outcomes. The Department of Labor's 2014-2018 Strategic Plan explains the performance of "employment and training program depends on both program activities and the Nation's economic conditions". Proposed §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"**



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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, processes and practices. An example is to evaluate programs through a process improvement models, such as Lean Six Sigma, process mapping, simulation, 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, 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 proposed 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 2nd 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 measure. 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 proposed 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

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providing WIOA services, provide an opportunity to develop strategies to improve the program's ability to meet performance measures.

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

### Additional Metrics

In addition to the primary indicators of performance, secondary metrics may be created and reviewed to more fully assess the activities and performance of a program. 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.

*(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.*

The Governor's Council on Workforce Investment will determine plans to assess other job center partner program services and Combined State Plan partner programs prior to PY16. Current considerations include a requirement that job center partners submit their performance reports annually to the CWI for a thorough assessment, as well as job center customer satisfaction measures.

*(C)* **Previous Assessment Results.** *Provide the results of an assessment of the effectiveness of the core programs and other one-stop partner programs and Combined State Plan partner program included in the plan during the preceding 2-year period. Describe how the State is adapting its strategies based on these assessments.*

The state recognizes that effectiveness of programs is measured beyond federal performance measures. In PY15, DWD required WDBs to complete and submit the federal Quick Start action Planners on One-Stop Center Service Design, Youth Services Strategies, and Local Leadership and Governance. The results of these provided insight regarding effectiveness of partnerships and areas in which the state leadership can be of assistance. Results of the QSAPs, combined with performance outcomes, demonstrated that while there are exceptional practices and strategies being implemented throughout the state, consistency can be improved. The state recognizes its role in this through intended provision of real time performance data, system-wide policy, and best practice promulgation.

(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 Workforce Development Areas. 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, the Division of Employment and Training (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 Department of Labor 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) *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 Wisconsin Technical College System Board will conduct competitions under WIOA upon receiving guidance from the U.S. Department of Education, Office of Career, Technical and Adult Education. Awards to eligible providers will be made through the Request for Proposal (RFP) applications process. The Wisconsin Technical College System Board will use the following process to distribute funds to awarded applicants:

(1) not less than 82.5 percent 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 percent of such amount shall be available to carry out Section 225,



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(2) shall not use more than 12.5 percent of the grant funds to carry out State Leadership activities under Section 223, and
(3) shall use not more than 5 percent 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;
(4) 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.

*(ii) 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, 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 in order to implement this Plan and broaden discussion of how these needs can be met.

*(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.

*(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, unemployment insurance programs, and education through postsecondary education, and to*



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*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.*

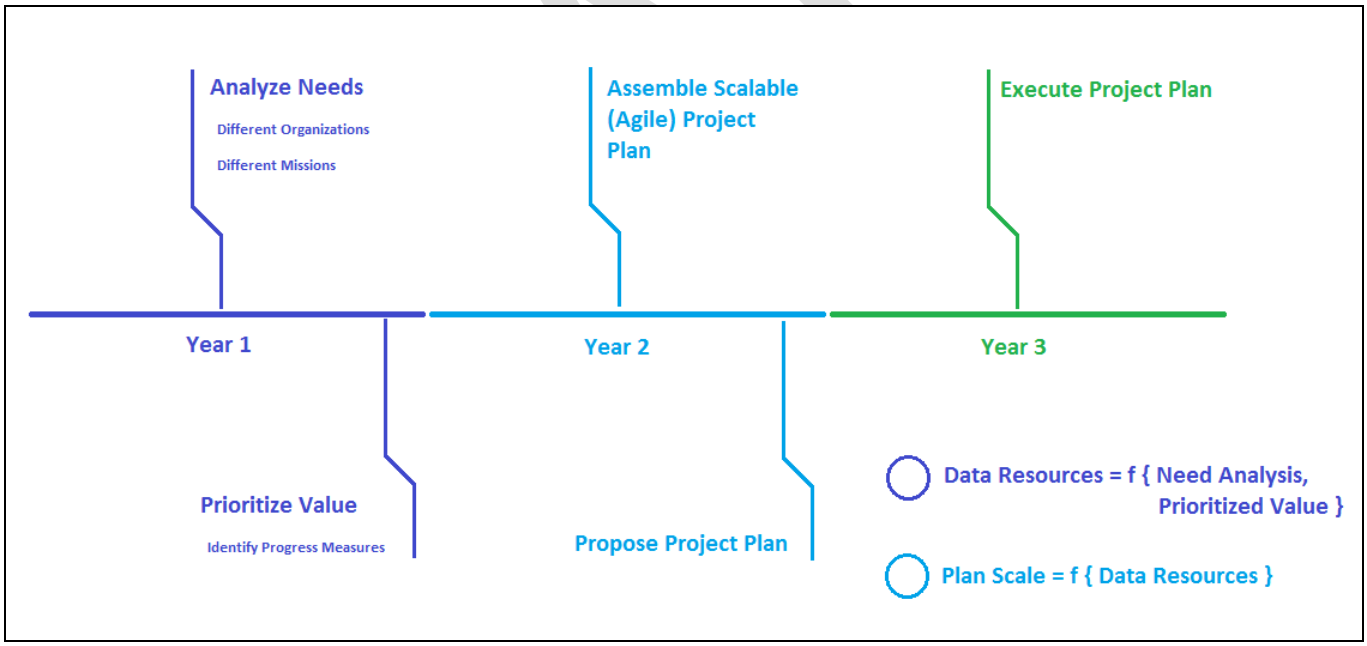
*(i) Describe the State's plans to make the management information systems for the core programs interoperable to maximize the efficient exchange of common data elements to support assessment and evaluation.*

*(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 section116(d)(2)).*

The state's plan to align and integrate data systems is depicted below.




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 Program Year 16 and 17, 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 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 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.

**Planning Note:** *States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials 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 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.*

*(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.

*(C)* **Use of Unemployment Insurance (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 State will continue to utilize quarterly UI wage records for performance accountability, evaluations, and as a source for workforce and LMI, consistent with Federal and State law, through Data-Sharing Agreements. DWD's Division of Unemployment Insurance currently has DSAs for such purpose with the DWD Divisions of Employment and Training and Vocational Rehabilitation, as well as with the Wisconsin Technical College System and the local WDBs. Those DSAs are updated as necessary to reflect changes in federal and state laws.

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(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 (20 U.S.C. 1232g) and other applicable Federal laws.*

Agency legal counsel reviews and approves language in any applicable data sharing agreement (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 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 Department of Labor. States should also describe the referral process for veterans determined to have a significant barrier to employment to receive services from the Jobs for Veterans State Grants (JVSG) program's Disabled Veterans' Outreach Program (DVOP) specialist.*

There are eleven workforce development boards 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 Local Program Liaisons (LPLs) and specialized Division of Employment and Training (DET) staff review these local plans, including all polices contained within, to ensure compliance with the law. Local Program Liaisons (LPLs) as well as OVS 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. OVS staffs within the job centers are encourage to report any deficiencies to DWD LPL staff that will work with the Workforce development area to take corrective action. At the beginning of each program year, the LPLs develop new monitoring guides and share with the workforce development area 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, veteran with a significant barrier to employment. 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 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 Americans with Disabilities Act is ensured through Wisconsin's submittal of its Methods of Administration (MOA) to the US DOL's Civil Rights Center.

The State of Wisconsin, Department of Workforce Development, Division of Employment and Training was first required to submit a Method of Administration (MOA) under the Job Training Partnership Act (JTPA) in 1984. These requirements continued in 1993 under the regulations implementing the nondiscrimination and equal opportunity provisions of JTPA as set forth in 29 CFR Part §34.33. The MOA requirements have remain substantially the same under 29 CFR Part §37.54(a) which also required the Governor to establish and maintain an MOA for the State.

The most recent updated MOA submitted to the DOL Office of Compliance and Policy (OCP), Office of the Assistant Secretary for Administration and Management (OASAM) that describe the State of Wisconsin plan to meet the nondiscrimination and equal opportunity provisions of Section 188 of WIOA and its implementing regulations at 29 CFR Part §37 was submitted on December 18, 2014. New WIOA regulations that apply to equal opportunity and nondiscrimination recently changed from 29 CFR Part §37 to 29 CFR Part §38.

The OCP acknowledged receipt of the MOA on January 23, 2015 which covers us from December 21, 2014 through December 21, 2016. Wisconsin is currently operating under the current MOA; however, we must review the MOA and the manner in which we have implemented our MOA to determine if any changes or updates are required prior to December 21, 2016. Wisconsin DWD-DET will update its MOA prior to December 21, 2016 in accordance to 29 CFR Part §38.54

WIOA funded sub-recipients of DET must comply with the same elements addressed in the State's MOA.

Additionally, contracts/grants funded under WIOA include equal opportunity nondiscrimination assurance language obligating the sub-recipient to comply with DWD-DETs provision contained in the MOA, Section 188 of WIOA and applicable civil rights statues not limited to the American with Disability Act of 1990 as amended and Section 504 of the Rehabilitation Act of 1973.

Sub-recipients (Local Workforce Development Boards) that extend WIOA funds to other entities must include equal opportunity nondiscrimination and civil rights compliance language in subcontracts and are obligated to monitor and assure the civil rights compliance of its subcontractor.

Funded sub-recipients are provided with the WIA-WIOA Policy Manual. The Manual, also to as the Workforce Programs Guide, provides guidance on DET policy. The Manual applies to all grantees receiving WIA - WIOA Title 1 funds no matter whether funds are extended directly or indirectly from DET. Grantees and sub-grantees are required to establish written policies and procedures to comply with all applicable portions of the Guide. The selection of the DET WIA Policy Manual Guide addressing the specific Nondiscrimination requirements is found in the “Assurances and Certifications”, Chapter 7 Section C pages 1 - 4. To view the electronic version, follow the web link below to Chapter 7 Section C pages 1-4, are found electronically on pages 100-102:
http://dwd.wisconsin.gov/dwd/publications/dws/pdf/detw_17244_p.pdf



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Additionally, equal opportunity nondiscrimination and civil rights compliance on-site monitoring reviews of WIOA funded sub-recipients are conducted annually by the DWD- DET Equal Opportunity Officer to determine the extent to which funded recipients and their subcontractors are meeting the civil right compliance obligations set forth in Section 188 and applicable equal opportunity and nondiscrimination statutes.

Wisconsin plans to supplement the "train the trainer" information sessions provided to each WDA's Complaint Coordinator with additional staff training and support for addressing the needs of individuals with disabilities at the PY15 WIOA Roundtable. These additional trainings will be opportunities for continued technical assistance on matters of physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities.

Wisconsin's participation in the Disability Employment Initiative (DEI) has well-positioned the state for continued physical and programmatic compliance. As a Round 2 DEI grant recipient, Wisconsin completed this 3-year, $2,330,000 demonstration project designed to determine if having additional human and capital resource supports improves 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.

During the extension period, DEI focused on:

- Ensuring accessibility in all eleven Workforce Development Areas
    - Pilot areas:
        - WDA 11 and WDA 4 corrected additional ADA compliance issues addressed
    - Control areas:
        - All 5 control WDAs were offered opportunity for American with Disabilities Act (ADA) inspections. Resulted in 8 inspections in 3 WDAs being completed;
        - All 5 control WDAs were offered accessibility equipment the same as pilot areas received during DEI. Resulted in 9 Job Centers in 4 WDAs receiving adjustable workstations, large screen monitors, and specialized keyboards, etc.
    - All WDAs:
        - 49 Job Centers will have identical set up of new CPU, large screen monitor, and basic assistive technology 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 will be available online through the Learning Center for Wisconsin public training and Cornerstone internal training platforms. Topics: Creating a Mentally Healthy Workplace (for employers) and Hmong Cultural Awareness and Sensitivity;
    - Developed a mental health stigma-reduction series of online training specifically for workforce development staff;
    - Developed a series of disability-related online training modules, currently in post-production preparation. Topics: Using the Assistive Technology on the JCW Computers,



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Disability Etiquette, How Disabilities Can Affect Job Seekers, Developing Cultural Competence, Learning Disabilities, Invisible Disabilities, Effective Communication with Job Seekers and Employees with Disabilities.

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.

Every WDB is required to ensure compliance with section 188 of WIOA in the Local WIOA Plan. For PY15 DWD took the new step of requiring that local WDBs consult with the local Independent Living Center regarding the local job centers. DWD's intention in including that requirement was to facilitate more meaningful relationships between the WDBs and these important stakeholders. As the bookend to the program administration year, each WDB is monitored by the WIOA Civil Rights Compliance Officer to ensure that plans are being implemented.

Wisconsin's one-stop center certification policy has not yet been finalized. Additional descriptions will be placed here upon issuance.

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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 the Wisconsin Department of Workforce Development and funded by the US Department of Labor: Trade Adjustment Assistance and the Jobs for Veterans State Grants. 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 rep- resents, 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 Unified or 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 Unified or Combined State Plan and provided an opportunity for comment on the plan by representatives of local boards and chief elected officials, businesses, labor organizations, institutions of higher education, the entities responsible for planning or administrating 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 Unified or 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 Unemployment Insurance 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;

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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 Americans with Disabilities Act of 1990 (ADA);

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 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.

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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, Dislocated Worker 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 Workforce Development Areas.**

*(A) Identify the regions and the local workforce development areas designated in the State.*

Workforce Development Areas:
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. The policy requests that the Chief Elected Official of every area submit a request form for an initial designation by 12/31/15.

DWD does not anticipate that any WDA boundaries will change.

Regions:
WIOA allows for three different categories of regions:

(A) regions with boundaries that match ONE local WDA;
(B) regions comprised of 2 or more local WDAs that are collectively aligned;
(C) regions described in (B) that are interstate areas contained in 2 or more states, and consist of 2 or more labor market areas, economic development areas or other contiguous subareas of those states.

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 Workforce Development Board (WDB) directors and WWDA. Wisconsin has eleven workforce development areas and nine economic development regions. Of considerable note is that all of the eleven 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.



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Based upon Wisconsin's preliminary review, as described below, there was nothing to definitively lead Wisconsin to identify planning regions (that is, regions comprised of more than one local WDA) with this submission of the state plan.

*(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 chief elected officials in identifying the regions.*

Prior to the development of the state policy on local workforce development area designations, DWD Secretary Reggie Newson consulted with the Governor's Council on Workforce Investment (CWI) about local area designations and local board requirements at the CWI meeting on March 23, 2015. Plans to implement local governance requirements under WIOA, including local area designations, were discussed at the March 12, 2015, monthly WIOA state call between the DWD-Division of Employment and Training (DET) and the local WDBs. A draft of this policy was shared with the WIOA Review Committee for a one week review and comment period. The WIOA Review Committee is comprised of leadership from all state plan program partners. This policy was routed in draft form for review and comment to the local WDBs and Wisconsin Workforce Development Association (WWDA) in June of 2015, prior to a discussion about the policies and comments during the monthly DET-WDB WIOA call on June 13, 2015. Comments from the above stakeholders were considered during the development of and prior to final issuance of this policy.

WIOA requires that the state make the public aware of requests for initial designation through a public review and comment period. All requests will be posted for a public review and comment period. After the conclusion of public review periods, the DWD will conduct an analysis of the request, taking into consideration comments received and the below specifics.

- For those requests from current WDAs, the DWD will determine whether the WDA meets automatic designation requirements. If a WDA does not meet automatic designation requirements, the DWD will conduct an analysis of the Area's actions to rectify issues pertaining to the requirements of performing successfully and sustaining fiscal integrity and whether those actions improved the issues cited.

- For those requests from areas that were not designated as WDAs under WIA, the DWD will conduct an analysis of the proposal and documentation provided by the requestor as required by I.B. of this policy. Within 120 days of receipt of the requests, the DWD will present its analyses to local WDBs and CEOs, utilizing the WWDA as a means to convening those entities and parties. The DWD will also present its analyses to the CWI, which shall make a recommendation for the Governor's consideration.

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The Governor shall review the local request, the DWD's analysis and the CWI's recommendation while considering all requests for initial designation. The law allows the Governor until June 30, 2017, to approve all requests for initial designation.

The process used for identifying regions included analysis lead by the state's Chief Economist and conversations with the WWDA and WDB directors. Local elected officials will be consulted during December and January to receive any feedback and input on the state's proposal of having eleven single-WDA regions.

Wisconsin discussed the process of identifying regions with the WWDA, as well as the local workforce development board directors. An analysis conducted by the Office of Economic Advisors under the leadership of our state's chief economist was presented to the WDBs. The analysis, based on criteria in §679.210 , showed the potential for identifying two multi-area regions, referred to as planning regions in the legislation: a three WDA region consisting of WDA 1 (Southeast), WDA 2 (Milwaukee), and WDA 3 (Waukesha-Ozaukee-Washington) and a two WDA region made up of WDA 4 (Fox Valley) and WDA 5 (Bay Area). The boundaries of those potential regions are similar to those of two of the state's economic development regions – the Milwaukee 7 and the New North. Principled stakeholders in each of these potential regions are already engaged in regional collaboration at a number of levels.

During the discussions with the WDB directors, there was significant concern about unspecified ramifications of identifying planning regions. Specifically, the WDBs and the WWDA have concerns about elements of regional planning described in WIOA Section 106(c)(1). The WDBs have also expressed to DWD that the current regional collaboration that takes place throughout Wisconsin and across state borders meets the intent of WIOA's regional coordination requirement without placing an undue administrative burden. While DWD acknowledges the valid concerns of the WDBs, the state takes the intent of the WIOA legislation seriously.

Governor Scott Walker has placed great priority on having workforce development be responsive to economic development strategies. Governor Walker's Executive Order #152 reconstituted the Governor's Council on Workforce Investment for WIOA to recommend strategies that align workforce development resources to support economic development, encouraging the development of career pathways that support high-demand industry.

The state intends to continue consultations with local WDBs, chief elected officials and other economic stakeholders regarding future areas for regional identification and coordination. The state commits to the continued analysis and evaluation, along with engagement of local leaders regarding possible re-identification of regions, including planning regions, in the required WIOA bi-annual state plan modification for PY18. At that time, the transition to WIOA will be complete and regulations on the required elements of regional planning will have been finalized.

*(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:



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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 the CWI. If a decision by the 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 workforce development area, 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 the Governor's Council on Workforce Investment 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 the CWI on behalf of the Governor. The appealing entity must simultaneously notify the Governor and the 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.*



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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.

*(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 the Council on Workforce Investment (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 Youth Apprenticeship to Adult Apprenticeship
- Dual Enrollment
- Business Services
- Skills Gap and Labor Shortages
- Services to special populations and groups
- Performance-Based Funding Initiatives

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 Workforce Development Boards (WDBs), WDB Chairs and Chief Elected Officials (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.

Beginning in PY15, the State has introduced a major redesign of the Rapid Response system. The new system, which is wholly funded by the State's Rapid Response reserve, utilizes a demand-driven model that is expected to result in more effective services to employers and workers impacted by permanent layoffs. The redesign includes:

- redefined roles and responsibilities at the State and local levels; including increased collaboration between the WDBs and the DWD's Bureau of Job Service;
- delegation of employer and worker Rapid Response services to local teams with State oversight;
- development and implementation of a comprehensive IT dislocation event tracking system to enhance and streamline communication and assist with trend analysis;



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- a new grant system that provides WDBs funding for comprehensive Rapid Response services and "additional assistance" to serve dislocated worker program participants from mass layoff events;
- emphasis on standardization of materials and processes across the WDAs, including increasing the use of technology to provide information and assistance to impacted employers and workers; and
- more emphasis on quality assurance through use of customer satisfaction surveys.

As part of the redesign, each WDA has a designated Rapid Response team charged with providing transition services to companies and workers facing permanent layoffs. These teams are led by Rapid Response Practitioners, i.e., WDB staff and/or their service provider staff and DWD Job Service staff located in the One-Stop centers. Complete delegation of services to the local teams is a departure from past practice which entailed two State Rapid Response Coordinators responsible for leading Rapid Response activities across the State. The change in practice was precipitated by the recognition that the local teams are often in a better position to identify layoff events within their areas, leverage relationships with employers, unions and other community partners, and tailor pre-layoff activities to the specific event. It is anticipated that the redefining of roles and responsibilities will lead to a more expedited, effective and efficient Rapid Response Program.

The local Rapid Response team is to initiate contact with an employer within 24 to 48 hours after receiving notice that a mass layoff event has or will occur. Team practitioners will use the IT dislocation event tracking system to timely record relevant information and communicate event details with each other and the State. Release of the new IT tracking system is anticipated to occur in December 2015.

The State's new Rapid Response funded grant system has three types of grants: (1) Rapid Response Annual Allotments, (2) Dislocation Grants, and (3) Additional Assistance Grants. The Annual Allotments provide each of the 11 WDBs baseline funding to cover staffing and other costs related to planning, coordinating, and delivering Rapid Response services. The Dislocation Grants supplement the Rapid Response Annual Allotments by providing the WDBs with funding to cover costs associated with the provision of Rapid Response activities tailored to a specific qualifying dislocation event. The Additional Assistance Grants supplement the WDBs' WIOA Dislocated Worker Program formula funding allocations when significant layoffs place unanticipated demand on a local workforce area's existing formula resources. The State determines the budget for each grant type on an annual basis. The State is committed to adequately funding its grant system and seeking National Dislocated Worker Grant (NDWG) funding if a particular dislocation event or combination of events potentially jeopardizes the effective functioning of its grant system.

The State is focused on improving the level and quality of Rapid Response services that will help affected workers to more quickly transition to new employment. The WDBs, as grant recipients of State Rapid Response funds, agree to provide a certain minimum level of Rapid Response services depending on the size of the dislocation event (see table, below). Early intervention and comprehensive pre-layoff assistance is the foundation of the State's layoff aversion strategy which focuses on eliminating or minimizing the length of time impacted workers are unemployed.

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*(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 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. The WRTF consists of six support committees – Economic, Health & Social Services, Housing, Infrastructure, Agriculture, and Mitigation. The DWD-DET's Adult & Dislocated Worker Section, within the DWD, is a member of the Health & Social Services support committee, providing expertise and guidance for managing job loss resulting from natural disasters. The DEM periodically convenes the WRTF to address response strategies and to ensure appropriate partners are included in planning efforts. The WRTF most recently convened in April 2015 to discuss roles and responsibilities for the State's formal emergency response plan. The final plan was issued in May 2015 and is available online:
http://emergencymanagement.wi.gov/news/2015/WERP_May(Aug)_2015_FINAL_Redacted.pdf

If a disaster results in significant job loss, the Adult & Dislocated Worker Section, housed in the DWD-DET's Bureau of Workforce Training, will collaborate with the 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 mitigate unemployment resulting from the disaster. The WDBs and the DWD's Job Service are charged with carrying out Rapid Response activities within their respective areas. The WDBs may request Dislocation Grant funding from the State's Rapid Response

| Service Level | Number of Workers Affected | MINIMUM LEVEL FOR RAPID RESPONSE SERVICES<br>Each subsequent level includes services from previous level(s) |
|---|---|---|
| 1 | 25-49 | • Written and/or verbal presentation of basic transition information, including: Unemployment Insurance, Dislocated Worker Programs, Job Center Resources, and relevant topics related to Healthcare and Retirement during employment transition |
| 2 | 50-99 | • 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<br>• WIOA Dislocated Worker Program registration sessions, preferably onsite prior to layoff<br>• Tailored labor market information and related deliverables |
| 3 | 100-249 | • Scheduled visits to the affected worksite(s) to provide group and one-on-one assistance to affected workers<br>• Targeted job fair(s) specifically for the affected workgroup |
| 4 | 250+ | • Transition center(s), on-site or within close proximity to the affected worksite(s), designed to provide services dedicated to the affected workgroup. |

reserve to cover the costs of staff, materials, and other expenses related to the provision of Rapid Response activities. In cases of natural disasters, the State will strongly encourage the impacted WDB(s) to set up a transition center if a job center is not within close proximity or additional capacity is needed to adequately serve newly dislocated workers. The Adult & Dislocated Worker Section will assist the local area(s) with leveraging resources to disseminate information about services to those impacted by the disaster. The DWD-DET will also consult with the local area(s) to determine whether to pursue a regular or disaster National Dislocated Worker Grant (NDWG). If a disaster NDWG is pursued, the DWD-DET will seek guidance and technical assistance from the 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 Trade Adjustment Assistance (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 dislocated worker 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) to plan worker transition services. The minimum level 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. At minimum, the outreach materials must include information about the WIOA Dislocated Worker Program and basic information explaining the TAA Program.

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 an intake 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 an in-person session. At the intake sessions, TAA Program staff use a standardized presentation to explain the program benefits, the process for accessing the benefits, and critical deadlines. Intake participants are also provided written materials and referred to a handbook that covers the TAA program benefits. A representative from the WIOA Dislocated Worker Program is typically invited to the intake 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. The State also plans to provide the local Rapid Response teams with training covering the TAA petition process, overview of the TAA program, and dual enrollment.

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

*(1)* **Alternative Training Models.** *If the State is utilizing alternative training models (e.g. on-the-job training, 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.*

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

**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 & Dislocated Worker Programs with Registered Apprenticeship**

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.*

Registered Apprenticeships are job-driven opportunities that will be more effectively integrated within the Adult and Dislocated Worker Programs. The State's Bureau of Workforce Training - Adult & Dislocated Worker Section and the Bureau of Apprenticeship Standards, both within DWD's Division of Employment and Training, will facilitate this integration by:

- Planning and implementing trainings for WIOA Adult & Dislocated Worker Program and TAA Program case managers within the One-Stop Centers so staff is versed in sharing basic information about the RA program, including apprenticeable occupations, apprenticeship sponsors in the area, and the application process.

- Planning and implementing 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 Apprenticeship Training Representatives.

- Ensuring updated sponsor lists and outreach materials are maintained at the One-Stop Centers and are made available to WIOA Adult & Dislocated Worker Program and TAA Program case managers as well as business services staff.

- Providing guidance to the WDBs and their service providers as well as TAA case managers 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 be used to cover pre-apprenticeship readiness programs, completion of which will help participants compete for registered apprenticeships. Guidance will also address how WIOA funds can cover RA programs.

- Facilitating communication and collaboration between case management / business services staff and the local Apprenticeship Training Representatives (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*

Under the Workforce Investment and Opportunity Act (WIOA), training seekers approved for Individual Training Account (ITA) grants have the opportunity to select approved programs from the Eligible Training Provider List (ETPL).

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Providers of training services submit a standardized application for programs to appear on the Wisconsin ETPL for consideration of eligibility, approval, and renewal. The provider and training program data application data are stored in and disseminated from the Wisconsin ETPL database. Provider and program data, approved or renewed for the Wisconsin ETPL, are made available to training seekers, Wisconsin Job Center staff, and the general public through the Wisconsin ITA website.

The training program should be linked to employment opportunities in the WDA, or, the area to which the training seeker will commute or relocate.

To be considered eligible for the Wisconsin ETPL, training providers and/or programs must at the time of initial application or renewal:

- Agree to permit on-site monitoring visits by a federal, state or local agency as authorized for funded activities;
- Accept Individual Training Accounts (ITA) grants so long as admission and program performance requirements have been met;
- Assure and demonstrate full compliance with applicable requirements in the WIOA as well as any applicable Federal and State laws and regulations (nondiscrimination, ADA, EEO, OSHA, UI, et al), and submit performance reports as required by WIOA;
- Assure adequate financial controls, including the ability to administer funds utilizing standard and accepted accounting practices, and provide financial statements (or similar source data) when requested;
- Attest to:
  - Program alignment with in-demand sectors and occupations;
  - How, upon successful program, the program leads to (at minimum):
    - A post-secondary degree or technical diploma, or
    - An industry-recognized credential, and a description of the credential;
  - Accessibility of training services statewide, including rural areas and use of technology;
  - Demonstrated effectiveness in serving individuals with barriers to employment;
  - The ability to serve incumbent workers;
  - Business or industry partnerships with the provider or the program, if any; and
  - Evidence of state licensure requirements and the licensing status of training providers (as applicable);
- Submit student data and provide performance data as required;
- Agree to verify program , student and performance data, as warranted;
- Assure timely and accurate reporting of required information;
- Complete all required data fields on the ETPL App, including:
  - Description of the training program;
  - Costs associated with the program (tuition, books, supplies and materials, fees);
  - Program completion and employment placement rates for all individuals participating in the applicable program.

Training providers may need to obtain approval or accreditation of training programs for purposes other than the Wisconsin ETPL.

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### Categories of Training Providers

Potential providers may include these categories:

A. Institutions of higher education that provide a program which leads to a recognized post-secondary credential;
B. Registered Apprenticeship 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.

### Category A

The following accredited institutions of higher education provide programs leading to a recognized post-secondary credential. After completing the application process and meeting approval criteria, program offerings from this category of providers are eligible to appear on the Wisconsin ETPL for the Initial Year eligibility period:

- Wisconsin Technical College System (WTCS) schools
- University of Wisconsin System schools
- Wisconsin Association of Independent Colleges and Universities (WAICU) member schools
- Wisconsin Tribal Colleges and Universities

### Category B

Eligibility for registered Apprenticeship programs (Category B) is automatic. The requirements of Category B differ from Categories A and C. Initial Year eligibility and Continued Eligibility criteria do not apply to registered Apprenticeship programs. There are no minimum required performance levels.

Apprenticeship program sponsors must complete an application process for those programs to be included on the Wisconsin ETPL. The information for these programs is visible to apprenticeship candidates, other ITA-eligible training seekers, and the general public.

The information requirements for Category B providers differ from Categories A and C, and must include:

- Occupations included within the Apprenticeship program;
- Name and address of the Apprenticeship program sponsor;
- Name and address of the Related Technical Instruction provider, and the location of the instruction;
- The method and length of instruction; and,
- The number of active apprentices.

Once on the ETPL, registered Apprenticeship programs remain on the list until deregistered, or, until the Apprenticeship program notifies the State ETPL Administrator that it no longer wants to be included on the ETPL.

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ITA grants can be used to support participants in pre-apprenticeship training in the areas of tuition, supportive services, needs-related payments, or other work-based training options.

Pre-apprenticeship programs are excluded from this category by WIOA. Pre-apprenticeship programs must meet ETPL eligibility criteria for other categories of training providers.

### Category C

After completing the application process and meeting approval criteria, program offerings from the following post-secondary schools are eligible to appear on the Wisconsin ETPL for the Initial Year eligibility period:

- In-state or out-of-state schools approved by the Educational Approval Board (EAB) to provide training in Wisconsin;
- Education approved by the Department of Safety and Professional Services (DSPS) associated with categories of Business, Health and Trade professional licensing programs; and
- Nurse Assistant Programs approved by the Department of Health Services, Division of Quality Assurance (DHA-DQA).

In this category, priority consideration is given to programs with recognized post-secondary credential outcomes aligned with in-demand industries or occupations in the local area.

Other public or private providers of will be considered, including providers of adult education and literacy activities under Title II if such activities are provided in combination with occupational skills training. Training providers may be subject to licensure, approval or accreditation considerations for purposes other than the Wisconsin ETPL.

### Other providers of training

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;
- 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

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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 contracts 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 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 criterion 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:
    (i) Program completion rate;
    (ii) Attainment of the skills, certificates or degrees the program is designed to provide;
    (iii) Placement after training in unsubsidized employment;
    (iv) Retention in employment; and
    (v) Demonstrated effectiveness to address workforce investment needs identified in the Local Plan.

### Application Process

WDBs may solicit programs from training providers in their WDA, or elsewhere, to fulfill the need for high-quality training for in-demand and emerging industry sectors and occupations in the WDA. Training providers may independently apply to the WDB, in the area where it intends to provide training, to be an eligible training provider.

Prospective training providers request the application for program approval from the WDB. One application is completed for each unique program offering. Providers may list multiple sites with the same unique program offering. The provider should establish and maintain a relationship with the WDB where training will be provided.



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All categories of training providers must utilize the standardized application to submit the required training provider and program data.

The WDB Approval Officer will review and approve applications per-program, and will submit the approved programs to the State ETPL Administrator for status review and final determination for inclusion on the Wisconsin ETPL.

Training providers are required to conduct an annual review of training programs listed on the Wisconsin ETPL, and update as needed.

### Criteria for Initial Year selection

All training providers, for any program not listed on the Wisconsin ETPL, must complete the application process for the program to be considered for Initial Year eligibility approval by the WDB Approval Officer.

Programs reviewed and posted on the Wisconsin ETPL by the State ETPL Administrator are granted Initial Year eligibility status for one (1) calendar year from the date the program is first posted. At the conclusion of Initial Year eligibility, programs are subject to Continued Eligibility criteria.

The WDB will apply the following criteria to provider-submitted data and determine if the program is eligible to appear on the Wisconsin ETPL for the Initial Year eligibility period. Upon receipt of approved applications, DWD has 30 days to verify the accuracy of the information. If a program has not met the minimum performance requirements DWD has the responsibility to reject Initial Year eligibility or, remove a program approved for Initial Year eligibility from the ETPL after consultation with the local WDB.

The training provider has the right to Appeal.

### Information requirements: Providers

- The training provider is included among the Categories of Training Providers;
- All required provider contact information including addresses, phone numbers, and email addresses;
- All required site details for locations where training program will be provided;
- All required data fields are complete, including attestations of:
    - Accessibility of training in rural areas and via technology;
    - Effectiveness in serving individuals with barriers to employment;
    - The ability to serve incumbent workers; and
    - Business or industry partnerships with the provider, if any;
- Evidence of state licensure requirements and the licensing status of training providers (as applicable).

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### Information requirements: Programs

- Coded under the Classification of Instructional Programs [CIP]
- All required data fields are complete, including attestations of:
  - Program alignment with in-demand sectors and occupations;
  - Business or industry partnerships with the program, if any;
- The program data includes:
  - A description of the training program with a minimum of five skills or competencies to be gained;
  - Information from the most-recent 12-month data reporting period;
  - Verifiable performance details regarding:
    - Total costs of the program, from start to completion;
    - Completion rates for individuals participating in the program;
    - Percent of individuals employed after program completion;
    - Recognized, post-secondary credential attainment;
    - Hourly wages at the time of employment placement;
- Program costs aggregated for the duration of the program, start to completion, including:
  - Tuition
  - Supplies and materials
  - Books
  - Other fees
- Recognized post-secondary credential outcomes:
  - Masters or above
  - Bachelors
  - Associates
  - Technical Diploma
  - Industry-recognized certificate or certifications
  - Licensure
- Performance outcomes for individuals participating in the program, including:
  - Number of participants enrolled in training;
  - Number of participants who successfully completed training;
  - Completion rate;
  - Percent of individuals in unsubsidized employment after completion;
  - Hourly wages at the time of placement.

Data, including program performance and cost information details, are subject to annual update. Any information requirements for providers, programs and performance set forth by WIOA must be met.

### Information requirements: Performance

- Training outcomes meet or exceed minimum performance standards:
  - Credential Attainment rate >50%;
  - Completion rate >50%;
  - Employment rate at placement >50%;

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The WDB will also consider:

- Alignment of the program with in-demand industry sectors and occupations for the local Workforce Development Area (WDA);
- Alignment with published Local Policy information the local WDA, which may include criteria covering how the program meets the needs of local employers and participants.

### Information Requirements: Apprenticeship

Apprenticeship programs remain on the Wisconsin ETPL until deregistered, or, until the sponsor notifies the State ETPL Administrator that it no longer wants to be included.

- Occupations included within the Apprenticeship program;
- Name and address of the Apprenticeship program sponsor;
- Name and address of the Related Technical Instruction provider, and the location of the instruction;
- The method and length of instruction; and,
- The number of active apprentices.

### Criteria for Continued Eligibility

The application of Performance Criteria and Performance Standards for Continued Eligibility status determination applies to all programs which met the criteria for Initial Year selection.

Programs registered under the National Apprenticeship Act who wish to continue on the Wisconsin ETPL are granted automatic renewal for Continued Eligibility.

The WDB Approval Officer and the State ETPL Administrator the will conduct, at minimum, a biennial review of all training programs for consideration of Renewal, Removal, or Abandonment status according to the Performance Criteria in this policy. The State ETPL Administrator must remove programs that fail to meet the Performance Criteria to remain eligible, or are abandoned.

Continued Eligibility status will be awarded per program for one (1) fiscal year. The Fiscal Year begins July 1 and ends June 30. Programs reach the conclusion of Initial Year eligibility status on June 30 must meet Continued Eligibility criteria by June 30.

1. **Performance Criteria**
    a. Program cost details for each program must be current;
    b. Information on performance outcomes must be from the most-recent 12-month data reporting period for each program and include:
        i. Completion rates for individuals participating in the program;
        ii. Percent of individuals employed after program completion;
        iii. Recognized, post-secondary credential attainment;
        iv. Hourly wages at the time of employment placement;

c. Program outcomes must meet or exceed the minimum Performance Standards.

2. **Performance Standards**

Program outcomes must meet or exceed the following minimums:

a. WIOA Participant Credential Attainment rate > 50%;
b. All Student Credential Attainment rate > 50%;
c. WIOA Participant Completion rate >50%;
d. All Student Completion rate >50%;
e. WIOA Employment rate at placement > 50%;
f. All Student Employment rate at placement > 50%;
g. Post-completion earnings per quarter > $3,770.

### Program Removal Criteria

Training programs may be removed from the Wisconsin ETPL under any of the following conditions:

a. The program failed to meet Continued Eligibility criteria.
b. The provider was determined to have intentionally supplied inaccurate information or to have substantially violated provisions of WIOA or the WIOA regulations.
c. A written request of Voluntary Removal, initiated by the provider, to remove any or all of its programs from the Wisconsin ETPL.
d. The written request may be directed to either the WDB Approval Officer or the State ETPL Administrator.
   - A common instance is removal of a program no longer offered.
e. Voluntary Removal does not waive enforcement provisions of WIOA, if applicable.

When any training program is terminated from the Wisconsin ETPL, for reasons other than Voluntary Removal, the Removal Process will be followed:

### Removal Process

a. A written Action of Program Removal will be sent to the provider.
b. The Action of Program Removal will contain the applicable Removal Criteria.
c. The prescribed format for the Action of Program Removal will be agreed upon by the WDB and DWD.
d. The Action of Program Removal may be initiated by either the WDB or DWD.
e. The Action of Program Removal will indicate:
   i. The training program or programs to be removed from the Wisconsin ETPL
   ii. Details of the Appeals process available to the provider.
f. Removal of the program referenced in the Action of Program Removal is effective 60 calendar days from the date the Action of Program Removal was signed.

A program removed because the provider was determined to have intentionally supplied inaccurate information or to have substantially violated provisions of WIOA or the WIOA regulations will subject the provider to Penalty conditions.

### Abandonment Criteria

Training programs may be removed from the Wisconsin ETPL under any of the following factors:

*(a)* The Provider is no longer active; and/or,
*(b)* There has been no program update activity registered on the Wisconsin ETPL for 18 months.

### Abandonment Process

a. A written Action of Abandonment will be sent to the provider.
b. The Action of Abandonment will contain the applicable Abandonment Criteria.
c. The Action of Abandonment is initiated by DWD.
d. The Action of Abandonment will indicate the training program or programs to be impacted by the Action of Abandonment.
e. The Action of Abandonment is effective 10 calendar days from the date the Action of Abandonment was signed.
   i. The program or programs stated in the Action of Abandonment will be placed in Suspended mode on the E Wisconsin ETPL.
f. The Action of Abandonment is not subject to Appeal.

Abandonment does not release the provider from being subject to Penalty conditions, if the provider was determined to have intentionally supplied inaccurate information or to have substantially violated provisions of WIOA or the WIOA regulations.

### Penalty conditions

A provider determined to have intentionally supplied inaccurate information or to have substantially violated any provision of WIOA or the WIOA Regulations will have its eligibility terminated and its programs removed from the list, in accordance with the enforcement provisions of WIOA and the Appeals process.

A provider whose eligibility is terminated under these conditions will be terminated for not less than two (2) years, and, is liable to repay all adult and dislocated worker training funds it received during the period of noncompliance.

### Appeals

The process of Appeals may apply after a training provider receives notice from the WDB or DWD of any of the following determinations:

- If Initial Year eligibility status is denied

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- If Continued Eligibility status is denied
- An Action Program Removal is received

The DET administrator has the final decision-making authority on Appeals arising from the administration, implementation and operation of the Wisconsin ETPL.

The training provider has an opportunity for a hearing. A request for hearing to appeal a determination may be submitted to DET in writing.

DET will schedule a hearing within 30 calendar days after the Appeals filing date and provide written notice to both parties This time limit is established to ensure prompt resolution of Appeals.

*(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 IB

The State's at-risk youth will acquire the knowledge, skills, abilities and talents necessary to obtain a high school diploma or its equivalency, enter the world of work, or attend post-secondary education which will help them become self-sufficient and successful in life.

### Mission Statement

The State will provide an integrated youth service-delivery system, which will include education, workforce training, skills development and job readiness services. We will begin by providing career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, such as Youth Apprenticeship, culminating with a good job along a career pathway, or enrollment in post-secondary education, a Pre-apprenticeship or a Registered Apprenticeship and provide the necessary supportive services for participants.

*(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.* [6]

### Grants and Contract Process

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

[6] Sec. 102(b)(2)(D)(i)(V)



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

State-developed criteria for local board grant awards include: demonstrated effectiveness of serving this population, financial stability, fiscal accountability, cost effectiveness, local factors, qualifications and expertise of staff and demonstrated linkages with other youth service providers, schools and employers.

Workforce Development Boards 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 credits; and have strong connections back to the school; offer meaningful work-based learning opportunities; include strong youth development component; 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 elements, effective and ineffective providers and activities will be identified through the primary indicators of performance, which include program participants who are in education or training activities, or in unsubsidized employment; median earnings of program participants who are in unsubsidized employment; program participants who obtain a recognized post-secondary credential, secondary students who complete a state or industry-recognized certificate, or a secondary school diploma or its equivalent; and program participants who are in an education or training program that also leads to a recognized post-secondary credential or employment and who are achieving measurable skills gains toward a credential or employment. The effectiveness of specific activities will further be measured by retention of youth in those activities as well as completion rates. An analysis of the mix of youth activities will be conducted to determine which activities likely lead to successful completion of employment and academics goals as identified in the Individual Service Strategy of the participant and performance benchmarks.

*(2) Describe how the State will use funds to carry out Youth Program elements described in WIOA section 129(c)(2).*[7]

State funds will be used to disseminate a list of eligible youth service providers for each local board and maintain the list on the Department WIOA youth web page. DWD provided guidance on the program elements through IB Program Guidance and a subsequent webinar. Additional training on the program elements will be provided at the PY15 WIOA Roundtable.

[7] Sec. 102(b)(2)(D)(i)(I)



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Wisconsin is particularly interested in properly carrying out the financial literacy element. Under the Disability Employment Initiative (DEI) grant, staff training on asset development was created and delivered to WIA staff in the grant's six pilot regions. The training included community-based asset development resources, relevant to the workforce development area that identified the resources. Although each local asset development guide focused on resources for job seekers with disabilities, many of the resources are also appropriate for individuals without disabilities. Wisconsin's DEI participation provided a solid start, and statewide creation and adoption of the guide is in progress. Web-based staff training will follow.

Future steps that the state will consider are:

- Dedication of staff time to collect and disseminate resource information from community-based organizations;
- Standardizing asset development guides and creating electronic versions for local Job Centers to print; and
- Creation of a web-based training.

*(3) Provide the language contained in the State policy for "requires additional assistance to complete and educational program, or to secure and hold employment" criterion specified in WIOA sections 129(a)(1)(B)(iii)(VIII) and 129(a)(1)(C)(iv)(VII).*

### State Policy Language

The local board shall establish a definition and eligibility documentation requirements for the "requires additional assistance to complete an educational program, or to secure and hold employment" criterion of ISY and OSY eligibility.

*(4) Provide the State's definition of "alternative education".*

An alternative education program is defined under §115.28(7)(e), Wis. Stats., as "an instructional program approved by the school board, that utilizes successful alternative or adaptive school structures and teaching techniques and that is incorporated into existing, traditional classrooms or regularly scheduled curricular programs that is offered in place of regularly scheduled curricular programs. Alternative education program does not include a private school or a home-based private educational program."

**Note:** An alternative education program, whether on-site or off-site, is operated by the school district (or consortium of school districts) and students remain connected for purposes of enrollment, testing, and school performance to a specific school with a Department of Public Instruction assigned number.

*(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.*

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Section 118.15(1)(a) of the Wisconsin Statutes, "Unless the child is excused or has graduated from high school, any person having under control a child who is between the ages of 6 and 18 years shall cause the child to attend school regularly during the full period and hours, religious holidays excepted, that the public, or tribal school in which the child should be enrolled is in session until the end of the school term, quarter or semester of the school year in which the child becomes 18 years of age."

State law does not define attending school or not attending school for post-secondary education. However, we are working with our partner, the WI Technical College System, to develop policy guidance that will be added to the State's WIOA Interim Program Guidance document that was issued on June 24, 2015.

*(6) If utilizing the portion of the basic skills deficient definition contained in WIOA Section 3(5)(B), include the specific State definition.*

Wisconsin is not using the basic skills deficient definition contained in WIOA Section 3(5)(B) for the WIOA youth program. We are using WIOA Section 3(5)(A), which states as follows:

(5) Basic skills deficient.--The term ``basic skills deficient'' means, with respect to an individual--
(A) who is a youth, that the individual has English reading, writing, or computing skills at or below the 8th grade level on a generally accepted standardized test.

*(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 chief elected official. 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 disbursal 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:*

Wisconsin has one waiver request, as described below.

*(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;*

Statutory Reference: WIOA Section 116 (b)(2)(A)(i)(IV), Credential Attainment Rate.

Background: The proposed measures outlined in Information Collection Request (OMB Number 1205-0NEW) dated 7/22/2015 outlined the formula that determines which participants will be included in the Credential Attainment Rate calculation. The calculation specification leads the State of Wisconsin to believe that the Federal Government intended to count participants that receive work-based training that do not lead to a recognized post-secondary credential in the Credential Attainment Rate indicator. This would provide a disincentive to the state and local areas to continue to provide local employers with On-the-Job training participants. On-the-Job (OJT) training efficiently provides knowledge and essential skills to necessary to perform job functions. OJTs are a job-driven strategy that is encouraged in the spirit of the Workforce Innovation Opportunity Act. This waiver request allow WIOA participants that do not receive training that produces a recognized post-secondary credential to be excluded from the Credential Attainment Rate.

Request: This waiver request excludes training participants that are in training programs that do not provide a recognized credential from the Credential Attainment Rate denominator. Participants included in the Credential Attainment Rate indicator for Wisconsin would have to receive training services in training that leads to a recognized credential.

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

This is not applicable, as there are no State or local statutory or regulatory barriers.

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

This waiver eliminates the disincentive of providing On-the-Job training services to WIOA participants. A desired goal is to increase the number of participants that receive employer based training. This waiver will also assist the state in improving unsubsidized employment rates in the 2nd and 4th quarter's post exit as well as improving median earnings during the 2nd quarter after exit.

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

Wisconsin has increased the number of On-the-Job training participants over the past 4 program years. OJT services put employers in the driver's seat to select the appropriate training for their future workforce. OJT is a powerful tool that partner agency business service representatives have during employer engagements.

*(B) connecting education and training strategies;*

On-the-Job Training provides a unique opportunity which employers employ program participants at their facility/jobsite where they develop the necessary skills and acclimate to the work environment. Wisconsin local areas have increasingly used the WIA Adult Program to fund On the Job Training. Adult

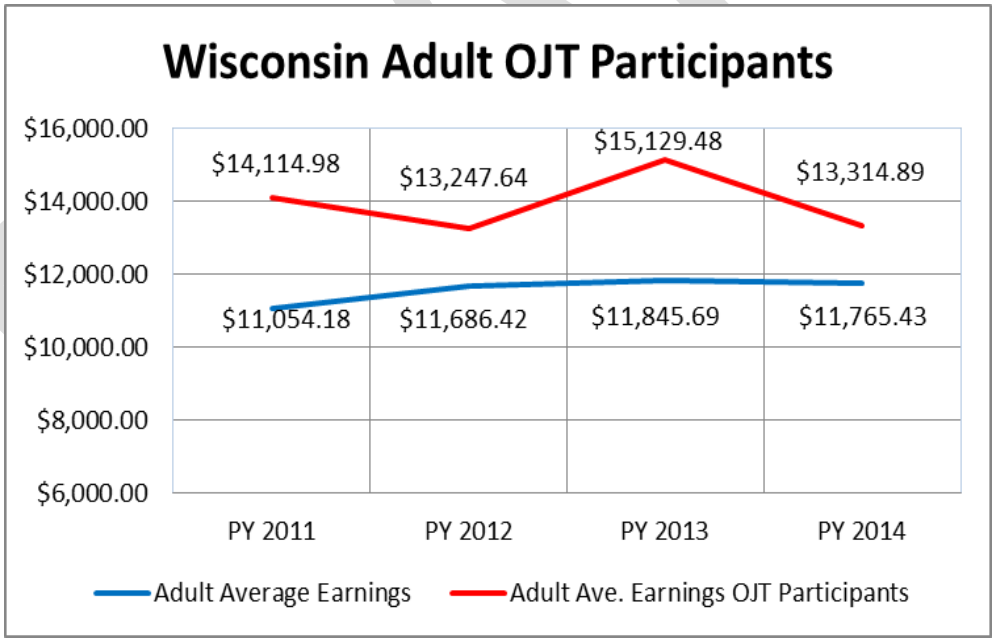
participants are shown to have lower work experience levels, which make the experience gained through OJTs of high value to the participant.

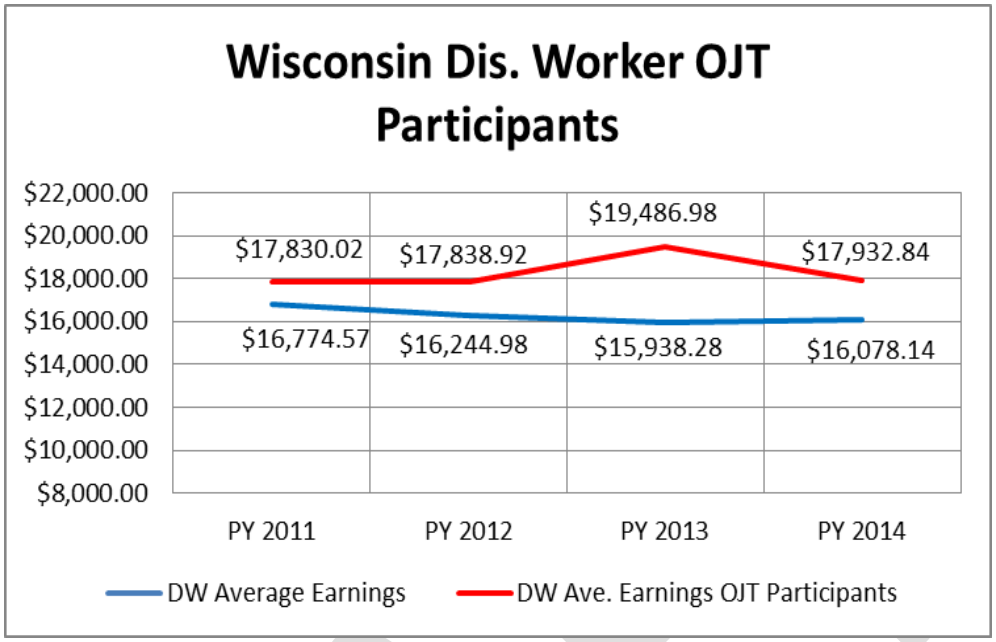
*(C) supporting work-based learning;*

This waiver supports work-based learning by allowing system partners to provide appropriate customized work-based training that will meet the needs of employers and job-seekers. This waiver provides flexibility for the state and local areas to promote On-the-Job training without risking performance failure in the Credential Attainment Rate. On-the-Job training has a proven history of increasing WIA performance results. It is anticipated to improve WIOA performance outcomes in employment and median wage indicators.

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

Recently, Wisconsin participants have experienced higher wages for participants that received On-the-Job Training services compared to of the programs participants. Adult participants that received an OJT service have consistently performed at higher levels than all participants.
Adult Program participants that received an OJT service earned 27.7% more than all participants in the WIA Adult Average Earnings Measure in PY 2011 and PY 2013. Dislocated Workers that received an OJT service experience higher wages than all Dislocated Worker Average Earnings participants.




Wisconsin Dis. Worker OJT Participants
$22,000.00
$20,000.00
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$14,000.00
$12,000.00
$10,000.00
$8,000.00
$17,830.02
$17,838.92
$19,486.98
$17,932.84
$16,774.57
$16,244.98
$15,938.28
$16,078.14
PY 2011
PY 2012
PY 2013
PY 2014
DW Average Earnings
DW Ave. Earnings OJT Participants

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

(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*

Individual participants will not be directly impacted by this waiver because the waiver request only affects the counting of participants in the credential measure. Local areas and service providers will be more likely to continue to engage employers with offers of On-the-Job training if this waiver is approved.

*(6) Describes the processes used to:*

*(A) Monitor the progress in implementing the waiver;*

Progress will be monitored through monthly reviews of the JCS participant reports as well as the state's performance metrics for employment training reports. A performance advisory committee will review the outcomes and provide further recommendations to the Core programs.

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

This waiver will be published in the Wisconsin WIOA state plan and allowed public comment during an open comment period. Local boards are represented on the performance advisory committee.

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

This waiver will be published in the Wisconsin WIOA state plan and allowed public comment during an open comment period. Local boards are represented on the performance advisory committee.

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

The state plan will be reviewed and approved by the Governor's Council on Workforce Investment and available for public comment during a public review and comment period.

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

The outcomes of this waiver will be reported in the Annual State and Local Area reports. Wisconsin state waiver policy requires that local boards provide an annual narrative on impacts of waiver usage.

*(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.*

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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 significant barriers to employment to career services provided by the JVSG program's Disabled Veterans' Outreach Program (DVOP) specialist;

3. The State established a written policy and procedure that set forth criteria to be used by chief elected officials 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 Workforce Development Board help to determine the methods and factors of distribution, and how the State consults with chief elected officials 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 Workforce Development Board, department, or agency administers State laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I;

10. Priority of Service for covered persons is provided for each of the Title I programs; and

11. The State agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report.

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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 (Employment Services)

*(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 are encouraged to participate in local, regional, and statewide seminars, conferences, and learning opportunities which focus on professional development, Business Services, successful outcomes for job seekers,
- State sponsored training for all new initiatives, Labor Market software 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
- Coordinated Business Services collaborative training between Workforce Development Boards, Job Services, and Job Center staff who focus on providing excellent and responsive services to employers and businesses in Workforce Development Areas throughout out the state
- Regional trainings and professional development are provided to identify regional trends for both employers and job seekers, identification of changing issues, employer concerns and needs
- Annual Performance Reviews of Wagner-Peyser funded staff include measurement and identification of training and professional development accessed and completed by staff; additionally, training and professional development plans are identified for the next review term

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

Unemployment Insurance (UI) and DET Services both are under the umbrella of the Department of Workforce Development. Although under the umbrella of the Department of Workforce Development,



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each is a distinct Division, with specific staff addressing specific Unemployment eligibility issues. Professional staff in each area communicate regularly and coordinate any UI law, program or service changes. Job Center staff notify 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. When there are changes and/or eligibility issues that are to be addressed by Job Services 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

*(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.*

DET/Job Service staff and WIOA funded staff listen to the presenting issues from individuals and will assist the individuals in the following ways:

- Assist in placing a phone call to UI for the person to explain their individual or specific situation to a UI staff person
- Assist in utilizing the UI website for information and other resources available to UI claimants
- Provide current UI basic information, approved by UI, to the individual to assist in determining next steps for claimant
- Work individually with the claimant through the on-line application process explaining the process with the individual claimant determining the appropriate response to be entered

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

1. When an individual applies for unemployment, they are required to also register on Job Center of Wisconsin, the state labor market exchange.
2. Claimants are required to take an online survey which assists in determining additional skill development that may be needed to increase employment opportunities
3. Utilizing the online survey, claimants will assigned one of the following:

   Path A – work ready – no further skill development necessary



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Path B – utilize five on-line tutorials to add to skill development; each is accompanied by a brief quiz; if difficulty with quizzes, recommendations are made as options for the jobseeker for additional workshops, resume development, etc. that are available at the local Job Center

Path C – in person re-employment services are required, which include a group meeting, recommendations for workshops and services; job searching; and one-on-one conversations with an Employment and Training Specialist or Career Counselor

In addition to A, B, and C., at any time, a claimant can come to the local Job Center for additional services which may 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
- 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

4. Registering on Job Center of Wisconsin also provides the opportunity to receive e-blasts which provide information on Job Fairs, hiring events

5. Claimants can utilize Skill Explorer which assists in matching skill sets to current job openings, including location and rates of pay

6. GED and other educational assistance

With the exception of mandatory registration on JCW, non UI claimants individuals have easy access to the same supportive services, programs, and educational opportunities. Examples include:

- information, services, assistance, assessments and job searching
- computer and technology skill enhancement
- resume development
- interview skills
- GED assistance
- Educational opportunities

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- 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; local libraries

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

W-P services in local Job Centers are based on an all-inclusive philosophy; there are no eligibility requirements or program specific requirements as a barrier to accessing comprehensive, quality, group and individual services provided by Wagner – Peyser staff.

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

Job Service staff make certain UI claimants stay on track with necessary services to utilize UI while working toward their next employment opportunity. Job Service staff enter specific UI claimant information into the Job Service computer database to track services accessed by claimant; UI software captures that data daily to assure claimants are participating in a full range of services to increase the opportunity and goal of employment.

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

State requires UI claimants be registered on the state labor exchange, Job Center of Wisconsin website, within a specific time period to secure UI benefits. The state also requires UI claimants to follow through with additional services, most generally provided by W-P staff, and as recommended by W-P staff as a criteria to continuation of U-I benefits, in a specific timeframe determined by UI and recorded in data base by W-P staff.

*(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*

UI claimants are required to complete four documented work searches weekly. Work searches can be completed electronically and sent directly to UI, and/or W-P staff can review those work searches to help determine if searches fall within the UI guidelines, and provide guidance as to what is an appropriate work search and the criteria established. If an eligibility question arises, W-P staff would contact UI and provide information and documentation for UI to determine eligibility issues.

UI claimants have access to all comprehensive services, support and assessment services available, as well as individually designed service and guidance if needed**.** All technological, individual, and group opportunities are available and accessible to assist in job finding and placement (see "c" above).

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

W-P Resource Room, with available computers, and one-on-one assistance for job searching, resume creation, online application assistance is available to all job seekers. When individuals meet with a W-P Employment and Training Specialist – referrals are made to partners and W-P staff for a wide range of needs 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:

- Re-Employment Services – RES, REA and RESEA provided for UI claimants determined by UI
- WIOA program referrals provided to eligible participants
- Office of Veterans Services available and referrals to Vets
- On-Site Tech College services for GED assistance and other educational opportunities and options
- W-P Employment and Training Specialists provide individual and group services
- W-P Career Counselor referrals: assessments, Ability Profiler, Career Cruising, WorkKeys, Career Readiness 101, WiscCareers as examples
- WIOA staff for eligible job seekers – services may include short term training to increase employment options and opportunities
- E-mail blasts to job seekers with information about job fairs, on-site employer recruitments; training opportunities, etc.
- All referrals or entered into the database for informational purpose and 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—*

**Background**

As required by 20 CFR Subpart B, 653.107, the Department of Workforce Development (DWD) will provide WP Act-funded services to migrant workers, and employers of Migrant Seasonal Farm Workers (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.



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The Department of Workforce Development has a unified MSFW program that unites MSFW outreach representatives, Foreign Labor Coordinator (FLC) and Migrant Law Enforcement (MLE) within the Bureau of Job Service (BJS). 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 Migrant law Enforcement 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 the their rights and services available to them.

As required by 20 CFR Subpart B, 653.101, DWD 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 assure 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 a year round presence in those offices. Wisconsin will also continue its statewide outreach efforts in five areas across the state beyond Wautoma and Beaver Dam to ensure migrant workers around the state have access to Job Service information and the wide array of Job Center services.

The Migrant Law Enforcement (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 *2014 Wisconsin Agricultural Statistics* report by the National Agricultural Statistics Service and the Department of Agriculture and Consumer Protection, Wisconsin is second in the nation for total production and value of production of the major processing vegetables. It ranks #1 in corn for silage, cranberries, and snap beans for processing and among the top 10 producers of: carrots for processing, sweet corn for processing, green beans for processing, cucumbers for pickles, all potatoes, oats, tart cherries, maple syrup, mint for oil, cabbage, strawberries and sweet corn for processing.

The Organic Agriculture in Wisconsin 2015 status report indicates that Wisconsin ranks second in the nation for the total number of organic farms with 1,180 farms. As for horticultural and agronomic crops Wisconsin is fourth in the nation in total number of organic vegetable and melon farms.

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: Wisconsin Agriculture by Numbers* Wisconsin is America's Dairyland but there is more produced and processed in our state than just milk and cheese.

Wisconsin is second in the nation for total production and value of production of the major processing vegetables.

- In 2014 Wisconsin grew 312,280 tons of snap beans, 107,100 tons of carrots for processing, 38,800 tons of cucumbers for pickles and 70,640 tons of green peas.



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- The state ranks third in the nation in potato production harvesting potatoes on 63,000 acres in 2014.

The state is known for its fruit production, including its state fruit: - the cranberry.

- Wisconsin cranberry production for 2014 totaled 5.04 million barrels. Growers harvested 20,400 acres. Wisconsin produces 58% 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 12 million pounds in 2014.

*(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.*

Below is information from the needs assessment provided by our WIOA 167 – NFJP grantee (UMOS)

| Farm Worker Needs Assessment 2013 - 2015 | | | | | |
|---|---|---|---|---|---|
| **Needs** | **Highest** | **High** | **Medium** | **Low** | **Least** |
| Housing | 119 | 9 | 7 | 2 | 5 |
| Food | 148 | 0 | 7 | 8 | 0 |
| Health/Medical | 101 | 7 | 10 | 3 | 7 |
| Legal | 47 | 4 | 10 | 8 | 34 |
| Transportation | 72 | 10 | 10 | 9 | 19 |
| Job Training | 63 | 6 | 13 | 13 | 9 |
| ESL | 52 | 2 | 14 | 11 | 18 |
| GED | 55 | 4 | 8 | 10 | 20 |
| Child Care | 58 | 1 | 9 | 6 | 27 |
| Clothing | 52 | 3 | 10 | 10 | 25 |

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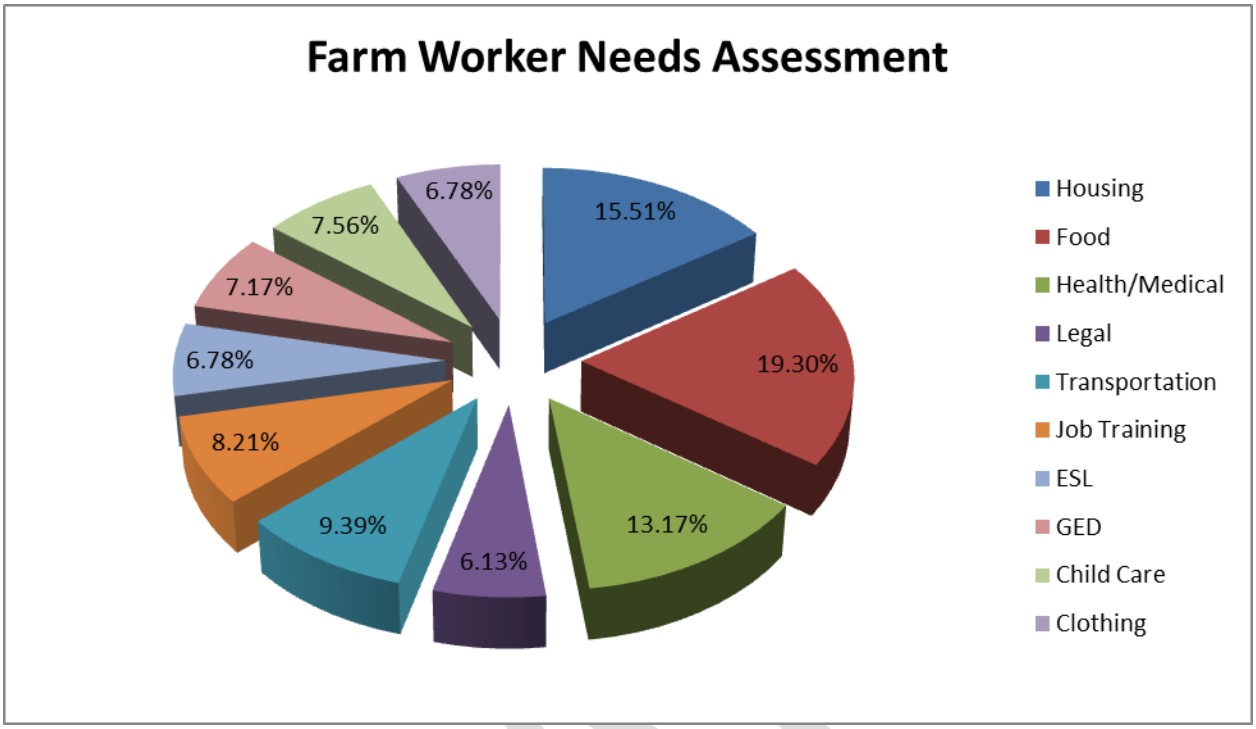


Based on past and projected agricultural and farmworker activity in the State we do not anticipate those needs to change significantly in the next 4 years.

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

(B) *Provide an assessment of available resources for outreach and whether the State believes such resources are sufficient. If the State believes the resources are insufficient, provide a description of what would help and what the State would do with the additional resources.*

Outreach services will be provided by Wagner Peyser (WP) funded State staff comprised to be the equivalent of three full-time positions comprised of seven bilingual Spanish permanent state employees. The State believes these resources are sufficient to provide the required services.

| Job Center | City | FTE | Counties covered: |
|---|---|---|---|
| | | | |
| Eau Claire County Job Center | Eau Claire | 0.20 | Ashland, Barron, Bayfield, Buffalo Burnett, Chippewa, Clark, Douglas, Dunn |
| | | | Eau Claire, Iron, Pierce, Pepin, Polk, Price, Rusk, Sawyer, St. Croix, Washburn |
| Dane County Job Center | Madison | **1.00** | Columbia, Dane, **Dodge**, Green Lake, Jefferson, Marquette, Sauk |
| Racine Co. Workforce Dev. Center | Elkhorn | 0.20 | Green, Kenosha, Milwaukee, Ozaukee, Racine, Rock, Walworth, Waukesha, Washington |
| Green Bay Job Center | Green Bay | 0.20 | Brown, Door, Florence, Forest, Kewaunee, Manitowoc, Marinette, Menominee, |
| | | | Oconto, Shawano, Sheboygan, |
| Marathon County Job Center | Wausau | 0.20 | Adams, Langlade, Lincoln, Maraton, Oneida, Portage, Taylor, Vilas, Wood |
| Menasha Job Center | Menasha | **1.00** | Calumet, Fond du Lac, Outagamie, Waupaca, **Waushara**, Winnebago |
| Monroe County Job Center | Tomah | 0.20 | Crawford, Grant, Iowa, Jackson, Juneau, Lafayette, La Crosse, Monroe, Richland |
| | | | Trempealeau, Vernon |
| | **Total FTE** | **3** | |
| | | | |

* Note: 1.0 FTE above is denoted for staff that cover the significant offices of Beaver Dam (Dane County Job Center) and Wautoma (Menasha Job Center).

Outreach staff is based at Job Centers or affiliated One Stop sites. They provide customers with information on the full array of Job Center services available to them.

*(2)* **Outreach Activities.**

*(A) Describe the State agency's proposed outreach activities including strategies on how to contact farmworkers who are not being reached by the normal intake activities conducted by the employment service offices.*

*(B) The plan for the proposed outreach activities must include:*

*(i) The goals for the number of farmworkers who will be contacted each program year by W-P staff.*

*(ii) The number of farmworkers who will be contacted each program year by other agencies under cooperative arrangements. These numerical goals must be based on the number of farmworkers estimated to be in the State in the coming year, taking into account the varying concentration of farmworkers during the seasons in each geographic area, the range of services needed in each area and the number of W-P and/or cooperating agency staff who will conduct outreach.*[8]

*(iii) The State's plans to conduct outreach to as many farm workers as possible.*

*(iv) The number of outreach workers dedicated to outreach to farmworkers by service areas.*

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

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, migrant labor inspector, and other partner agencies such as La Clinica, Department of Public

[8] The numerical goals that must be included in the agricultural outreach plan are in reference only to the proposed outreach activities and are not negotiated performance targets.



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Instruction, Legal Action and GED/ HEP providers. Outreach workers will also attempt to reach workers at the places they congregate.

The Migrant Law Enforcement (MLE) unit as required by the State Migrant Labor Law is responsible for compiling annually and distributing the Migrant Population Report. 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 4 years are:

| Year | # of Workers |
|---|---|
| 2014 | 3,592 |
| 2013 | 3,867 |
| 2012 | 3,445 |
| 2011 | 3,696 |
| **Total** | **14,600** |

We estimate that number to decline slightly over the next few years as some workers decide to settle out.

### Outreach

The State plans to have three full-time equivalent positions assigned to MSFW duties comprised of seven bilingual permanent state employees who will be available to conduct outreach to as many of the MSFWs as possible.

The service areas of the outreach staff are indicated in the chart below.

| Job Center | City | FTE | Counties covered: |
|---|---|---|---|
| | | | |
| Eau Claire County Job Center | Eau Claire | 0.20 | Ashland, Barron, Bayfield, Buffalo Burnett, Chippewa, Clark, Douglas, Dunn |
| | | | Eau Claire, Iron, Pierce, Pepin, Polk, Price, Rusk, Sawyer, St. Croix, Washburn |
| Dane County Job Center | Madison | **1.00** | Columbia, Dane, **Dodge**, Green Lake, Jefferson, Marquette, Sauk |
| Racine Co. Workforce Dev. Center | Elkhorn | 0.20 | Green, Kenosha, Milwaukee, Ozaukee, Racine, Rock, Walworth, Waukesha, Washington |
| Green Bay Job Center | Green Bay | 0.20 | Brown, Door, Florence, Forest, Kewaunee, Manitowoc, Marinette, Menominee, |
| | | | Oconto, Shawano, Sheboygan, |
| Marathon County Job Center | Wausau | 0.20 | Adams, Langlade, Lincoln, Maraton, Oneida, Portage, Taylor, Vilas, Wood |
| Menasha Job Center | Menasha | **1.00** | Calumet, Fond du Lac, Outagamie, Waupaca, **Waushara**, Winnebago |
| Monroe County Job Center | Tomah | 0.20 | Crawford, Grant, Iowa, Jackson, Juneau, Lafayette, La Crosse, Monroe, Richland |
| | | | Trempealeau, Vernon |
| | **Total FTE** | **3** | |
| | | | |

* Note: 1.0 FTE above is denoted for staff that cover the significant offices of Beaver Dam (Dane County Job Center) and Wautoma (Menasha Job Center).



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

| Year | Outreach Contacts |
|---|---|
| 2015 | 3,181 |
| 2014 | 3,089 |
| 2013 | 2,592 |
| 2012 | 2,596 |
| **Total** | **11,458** |

Our goal for PY2016 – 2020 is to reach 3,100 migrant and seasonal workers per year for a total of 12,400 workers.

Our WIOA-167 NFJP grantee and partner (UMOS) has outreached/served the following in the past 2 years with 5 outreach staff.

| Year | NFJP Contacts | Families |
|---|---|---|
| | | |
| 2014 | 1,835 | 782 |
| 2013 | 1,460 | 552 |
| | | |
| **Total** | **3,295** | |

Their goal for PY2016 – 2020 is to reach 1,600 workers per year for a total of 6,400 agricultural workers with 6 – 8 outreach staff.

We plan 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 plan to continue to work closely in conducting joint visits to employer with the migrant labor inspectors as they have historically facilitated access to our migrant workers since these workers are covered by the Migrant Labor Law of this state.

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*(3)* **The State's strategy for:**

*(A) Coordinating outreach efforts with WIOA Title 1 section 167 grantees as well as with public and private community service agencies and MSFW groups.*

*(B) Explaining to farmworkers the services available at the local one-stop centers.*

*(C) Marketing the employment service complaint system to farmworkers and other farmworker advocacy groups.*

*(D) Providing farm workers with a basic summary of farmworker rights, including their rights with respect to the terms and conditions of employment.*

*(E) Urging those farm workers who have been reached through the State's outreach efforts to go to the local one-stop center to obtain the full range of employment and training services.*

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, migrant labor inspector, and other partner agencies such as La Clinica, Department of Public Instruction, Legal Action and GED/ HEP providers.

The Bureau of Job Service has no formal presence at the Job Centers in the significant offices of Wautoma and Beaver Dam. We are co-located in both offices with our WIOA 167- NFJP grantee (UMOS) and state staff provide outpost 1 day per week during the season to coordinate services and conduct joint outreach visits. Outreach workers covering the significant offices are also available anytime as needed by MSFWs during the off-season.

We also 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, Wautoma, Eau Claire and Wausau. Other local, state and government agencies invited to these meetings include: US DOL Federal Wage & Hour, OSHA, Equal Employment Opportunity Commission (EEOC), Department of Public Instruction (DPI), Department of Health, Legal Action of Wisconsin – Migrant Project, W2, Foodshare, Family Health/ La Clinica, Food pantries and others.

Other collaboration events include:

- Participation in MSFW All Staff Pre and Post season meetings held in our DWD headquarters in Madison
- Hold joint local MSFW Pre and Post season meetings across the state
- State Monitor Advocate (SMA) and other state staff participate in NFJP Staff meetings, interagency meetings and trainings
- SMA, NFJP, Migrant Law Enforcement (MLE) and Foreign Labor Coordinator (FLC) participate in quarterly Migrant Labor Coalition meetings
- SMA, NFJP, MLE and FLC participate in quarterly Governor's Council on Migrant Labor meetings
- SMA, MLE, FLC and outreach staff participate in NFJP sponsored Farmworker Appreciation Day Picnic

- SMA and other state staff participate in farmworker conferences such as MAFO and the Association of Farmworkers Opportunity Programs
- SMA, NFJP and FLC will meet quarterly or more frequently as necessary to share information, provide updates and improve coordination efforts

To comply with federal regulations 653.107 (1-4), the outreach representative provide 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 activity (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)
- Training services WIOA 167 and WIOA Title 1-B Adult, Dislocated Worker and Youth
- Assistance in registering with the Job Center of Wisconsin (JCW)
- Explanation and use of JCW job search
- Career Services
- 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, Migrant health clinic
- Encourage workers to visit the local one-stop to obtain the full range of employment and training services
- Printed pamphlets in English and Spanish are distributed to MSFWs and/or posted in their gathering areas. The pamphlets provide information about supportive services available through community based organizations
- Labor Market Information
- Tax Credit Programs
- Bonding Assistance
- Language access

Sessions include time for answer and questions.

Other tools used to conduct outreach are:

- Previous year employers are sent surveys to estimate number of MSFWs needed during the upcoming season and anticipate the arrival date of these employees. A reminder is given to coordinate orientations so information can be provided to the workers in a group with minimal interruption for the employer.
- Outreach Plan for the significant offices
- Joint outreach planned visits or events coordinated with WIOA-167 NFJP (UMOS), migrant labor inspector, Department of Public Instruction (DPI), High School Equivalency Program (HEP), Family Health/La Clinica and other MSFW partners

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- Across the state outreach staff in coordination with WIOA-167 NFJP staff coordinate local Pre 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. At the post season updates are provided regarding the events and challenges of the past season and any program specific updates.
- An All Staff MSFW meeting is held in our DWD headquarters are well in the beginning and end of the season to bring together all state and WIOA-167 NFJP program manager along with representatives from partner state and federal agencies including Federal Wage & Hour, OSHA, Legal Action of Wisconsin Migrant Project, Headstart, Childcare, Department of Public Instruction, Family Health/ La Clinica and EEOC to ensure that the group has an opportunity to collaborate and provide updates
- Tri-lingual Call Center – Spanish, Hmong and English
- Job Center of Wisconsin (JCW) cards
- Laptops

(4) *Services provided to farmworkers and agricultural employers through the one-stop delivery system. Describe the activities planned for providing the full range of employment and training services to the agricultural community, both farmworkers and agricultural employers, through the one-stop delivery system.*

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; local libraries, as examples.

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Agricultural employers, meeting appropriate qualifications, as all employers are required to do for access to State employer initiatives, and can include:

- Ability to post available job opportunities on the State of Wisconsin Labor Exchange system
- On-site recruitements at local One Stop/Job Centers
- Ability to send e-blasts to registered job seekers to announce relevant job opportunities
- Utilization of local Business Services Teams for comprehensive employer assistance with the result of successful employment

Other services available to Agricultural Employers are:

- Agricultural Recruitment System (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 ETA 790 – Agricultural and Food Processing Clearance order to the 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) and H2B – Non-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. Additionally 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.

*(5)* **Other Requirements.**

*(A) State Monitor Advocate. The plan must contain a statement that indicates that the State Monitor Advocate has been afforded the opportunity to review and approve the AOP.*

The State Monitor Advocate participated in the preparation of the AOP and has been afforded the opportunity to review, comment and approve the plan.



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*(B) Review and Public Comment. The plan must provide information indicating that WIOA Section 167 National Farmworker Jobs Program ( NFJP) grantees, other appropriate farmworker groups, public agencies, agricultural employer organizations and other interested employer organizations, have been given an opportunity to comment on the State AOP. Include the list of organizations from which information and suggestions were solicited, any comments received, and responses to those comments.*

The Department of Workforce Development (DWD) has solicited comments and suggestions from the WIOA 167 National Farmworker Jobs Program (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 under separate cover.

*(C) Assessment of progress. The plan must include an explanation of what was achieved based on the previous AOP, what was not achieved and an explanation as to why the State believes the goals were not achieved, and how the State intends to remedy the gaps of achievement in the coming year.*

During PY2015 (July 1, 2014 – June 30, 2015) the State of Wisconsin achieved all its established goals as follows:

- 3181 MSFW workers were contacted (Goal 2775)
- As planned equivalent of 3 FTE permanent state staff conducted outreach during the season
- 68 migrant labor camps were inspected and certified
- Outreach visits were coordinated with WIOA 167 – NFJP case managers across the state.
- Outreach visits were also coordinated with migrant labor inspectors
- Held MSFW All Staff Post-Season meeting in DWD headquarters in Madison attended by: WIOA 167 – NFJP, Childcare, Headstart and Legal Action of Wisconsin
    - Guest presenters included:
        - Department of Agriculture – Clean Sweep and Worker Protection Program – presented information on pesticide application requirements
- Met with Migrant High School Equivalency Program (HEP) to learn more about the services they provide and improve collaboration efforts
- In collaboration with WIOA 167 – NFJP held 5 Post-Season meetings across the state in Madison, Wautoma, Racine, Black River Falls and Wausau. MSFW service providers and employers were invited to review services available, provide updates and discuss expected issues for the season
- Held MSFW All Staff Pre-Season meeting in DWD headquarters in Madison attended by: WIOA 167 – NFJP, Childcare, Headstart and Legal Action of Wisconsin

- Guest presenters included:
  - Office of Attorney General - Human Trafficking presentation
  - UNIDOS presented information on domestic violence
  - Unemployment Insurance
- In collaboration with WIOA 167 – NFJP held 5 Pre-Season meetings across the state in Madison, Wautoma, Racine, Black River Falls and Wausau. MSFW service providers and employers were invited to review services available, provide updates and discuss expected issues for the season
- Conducted presentation about MSFW program at Midwest Food Processors Association
- State Monitor Advocate, Foreign Labor Certification and Migrant Law Enforcement attended MAFO conference in Albuquerque
- State Monitor Advocate, Foreign Labor Certification and Migrant Law Enforcement participated in WIOA 167 – NFJP Annual Staff Development and Training
- Conducted MSFW presentation at Human Trafficking Coalition

## WAGNER-PEYSER ASSURANCES

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

1. The Wagner-Peyser 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));

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 Workforce Development Board, department, or agency administers State laws for vocational rehabilitation of persons with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and

4. State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

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## 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)).*

While the State of Wisconsin has chosen not to officially adopt the College and Career Ready Standards, we are continuing to work to ensure our standards are at or above that level. The standards were created in a process involving three working groups over a year-long effort. WTCS staff led the Math, Reading and Writing groups made up of certified WTCS ABE instructors, Department of Corrections instructors, and representatives of Community Based Organizations. The standards were formed using a wide variety of national and Wisconsin-specific information including external standards of the National Council of Teachers of Mathematics and internal standards required in WTCS post-secondary programs. The project was overseen by the Worldwide Instructional Design System (WIDS) staff, ensuring that standards were complete with performance criteria, course outcome summaries, etc. These standards are grouped by NRS performance level information and are required for all AEFLA-funded programs.

In April 2014, WTCS faculty and a state staff member attended the CCRS Institute and underwent a high-level gap analysis of current ABE standards. While the results were promising, there were several minor gaps found that resulted in our applying for the CCRS project. While Wisconsin was not selected, the work has been continued at a state level. Under contract with the Worldwide Instructional Design System (WIDS), standards have undergone a more thorough gap analysis and the results have been passed on to our state-wide Implementation Team.

The Implementation Team is leading a state-wide committee of ABE faculty in modifying existing and implementing a CCRS-aligned ABE curriculum. The DIT will provide professional development opportunities to state-wide faculty on how to teach in a CCRS-aligned ABE program with an emphasis on learner outcomes of high school equivalency completion, remediation completion, transition into college, and job attainment. Upon completion of this effort, Wisconsin's sixteen technical colleges will be at the forefront of ABE programming by having a newly CCRS-aligned ABE curriculum that will prepare learners for both college and career.

The DIT will ensure broad stakeholder investment by engaging faculty at all sixteen Wisconsin technical colleges. Each college will recruit one math and one English faculty member at each college in order to align the standards, creating a Standards Alignment Committee (SAC). A comprehensive team approach will insure a smooth implementation and transition to the CCRS. Administrators of the WTCS have identified faculty leaders to be involved in the alignment of the CCRS. The SAC will be responsible for the

training and dissemination of the newly aligned curriculum. This will be accomplished through streamlined and efficient meeting methods such as webinars, ITV, Online learning platforms, and teacher training videos. Additionally, we have identified current teacher training events around the state which will now include CCRS implementation.

*(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;*
*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.*

The Wisconsin Technical College System (WTCS) serves as the administrative/fiscal agent for Title II Adult Education and Family Literacy Act (AEFLA). As administrative/fiscal agent, WTCS will ensure service providers provide services to eligible individuals who:

1. have attained at least 18 years of age;
2. are not enrolled or required to be enrolled in secondary school under the Wisconsin law, and;
3. are basic skills deficient; or
4. are English language learners.



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All activities funded under WIOA are authorized, approved and overseen by the Wisconsin Technical College System Board, Associate Vice President of Office of Student Success and Adult Basic Education staff. Adult Basic Education 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 community based organizations, literacy councils and county jails receive funding to provide these services. The entire state is covered by these providers.

The following organizations are eligible to apply, per AEFLA, to the Wisconsin Technical College System Board for federal funds provided they have demonstrated effectiveness in providing adult education and literacy services:

- Local education agencies
- Community-based or faith-based organizations
- Voluntary literacy organizations
- Institutions of Higher Learning
- Public or private nonprofit agencies
- Libraries
- Public housing authorities
- Other nonprofits that have the ability to provide literacy services
- Consortiums of organizations listed above

The following would constitute ineligible applicants:

- Applicants that are not in compliance with the Civil Rights Act of 1964 or those applicants that discriminate on the basis of nationality, origin, race, gender, religion or handicap
- Applicants lacking assurance that religious restrictions will not be violated
- Applicants lacking evidence of capability for stable fiscal control
- Applicants lacking qualified staff, facilities, and equipment

By federal law, providers are prohibited from using federal funds to supplant state or local dollars. All federal funding will be used to enhance learner services, as outlined in this Plan.

The Wisconsin Technical College System Board will conduct competitions under WIOA upon receiving guidance from the U.S. Department of Education, Office of Career, Technical and Adult Education. Awards to eligible providers will be made through the Request for Proposal (RFP) applications process. 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 in order to implement this Plan and broaden discussion of how these needs can be met.

The Wisconsin Technical College System Board will use the following process to distribute funds to awarded applicants:

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(1) not less than 82.5 percent 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 percent of such amount shall be available to carry out Section 225,
(2) shall not use more than 12.5 percent of the grant funds to carry out State Leadership activities under Section 223, and
(3) shall use not more than 5 percent 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;
(4) 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.

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 – NRS levels 0 – 6
- Civics education – includes individual education plan, 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, unfair lending practices, etc.
- Workforce readiness training – individualized advising as part of individual education plan to include career research, employability skills, etc.

- Local professional development
- Coordination with local literacy partners and CBOs (including connection to family literacy, etc.)

*(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.*

Section 225(a) of WIOA states, "from funds made available under Section 222(a)(1) for a fiscal year, each eligible agency shall carry out corrections education or education for other institutionalized individuals. The funds described shall be used for the cost of education programs for criminal offenders in correction institutions and for other institutionalized individuals, including programs for:

(1) Adult education and literacy services,
(2) Special education as determined by the eligible agency,
(3) Secondary school credit, and
(4) Integrated education and training;
(5) Career pathways;
(6) Concurrent enrollment;
(7) Peer tutoring; and
(8) Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.

The WTCS will reserve no more than 20 percent of its federal grant received under WIOA to provide programs for corrections education and education for other institutionalized individuals as described in Section 225. The WTCS works in coordination with the Wisconsin Department of Correction and local county jails. The following types of programs are provided in Wisconsin's correctional education programs:

1. Adult Basic Education (ABE/ASE) 0 – 12.9
2. Workplace Adult Education and literacy activities
3. Family literacy activities
4. English Language Acquisition (ELA) programs

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5. Integrated English literacy and civics education
6. Workforce preparation activities
7. Integrated education and training
8. Blended instruction
9. Health literacy
10. Financial literacy
11. Digital literacy
12. Transitional Services to PSE/Training and Employment
13. Distance learning education

*Each eligible agency using funds provided under Programs for Corrections Education and Other Institutionalized Individuals to carry out a program for criminal offenders within a correctional institution must give priority to serving individuals who are likely to leave the correctional institution within 5 years of participation in the program.*

The WTCS and each eligible agency that is using funds provided under Section 225 of WIOA to carry out a program for criminal offenders in a correction institution, shall give priority to serving individuals who will be released within a period of five years.

*(d)* **Integrated English Literacy and Civics Education Program.** *Describe how the State will establish and operate Integrated English Literacy and Civics Education programs under Section 243 of WIOA, for English language learners who are adults, including professionals with degrees and credentials in their native countries.*

The Integrated English Literacy and Civics Education Program will engage students in purposeful use of the language. It will offer the opportunity to develop and implement integrated English Literacy and civics education services to immigrants and other limited English proficient populations.

*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.*

Funds will be distributed on a competitive basis through the RFP process. Funds will be used to provide ELL and Civics instruction. The funds will be used to pay for instructors and purchase materials on listening and reading comprehension along with writing and speaking.

*Describe how the Integrated English Literacy and Civics Education program will be delivered in combination with integrated education and training activities.*

Faculty from the majority of AEFL funded ELL programs in the state volunteered to come together to develop the curriculum that will support the new projects funded under this legislation. The faculty team outlined a series of modules by topic area rather than create a single course curriculum. Each module follows the same format for ease of use. All students should participate in the module about local and state government. The other modules may or may not be useful to students based on their life



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experiences. It will be up to the student and the instructor to decide which modules will be used to create the Civics Literacy course best suited to the student's needs.

This course is to be delivered using experiential methods versus the traditional "read and discuss" method. Teaching and learning through active in involvement in civic and social issues offers an exciting opportunity to help learners prepare for life and work. Many important life and work skills can be developed through students' involvement in projects they organize as part of this learning experience.

Modules include student outcomes, pre-activity experiential learning, experiential activities to support acquisition of the student outcomes, a capstone experience and a review of the core skills applied. Modules include:

Module #1 – Local and State Government
Module #2 – Using the Library
Module #3 – The Public School System
Module #4 – Financial Systems
Module #5 – Healthcare Systems
Module #6 – The Legal System
Module #7 – Housing

*Describe how the program is designed to (1) prepare adults who are English language learners 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.*

The English Literacy and Civics Program is designed to improve the productivity and obtaining of gainful employment through the improvement of skills of non-native English learners. Working with local Workforce Development Boards, Job Centers and employers in their community, providers will determine in-demand industries and occupations that can lead to economic self-sufficiency.

*(e)* **State Leadership.** *Describe how the State will use the funds to carry out the required State Leadership activities under section 223 of WIOA.*

### *The alignment of adult education and literacy activities with other core programs and one stop partners*

Wisconsin has a good foundation of working with education and workforce partners on a statewide career pathway system and sector strategy initiatives that will serve us well as we implement our joint state plan. At the beginning of 2015 a planning team comprised on the leads of each of the four Core Services under WIOA was created and this team will be the central point for discussing the alignment changes as well as One Stop funding and operation.



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The WTCS office and Adult Basic Education leadership team will continue to aggressively support the ongoing development of Career Pathway efforts, including integrated ABE/ELL and occupational instruction approaches. Wisconsin's selection as the recipient of the Trade Adjustment Act Community College and Career Training (TAACCCT) Exceeding the Cap funding for Career Pathways will help move this work forward. Additionally, we continue to expand components of our curriculum integration and team teaching methods and are expanding the use of technology-based learning modules and other ABE-to-post-secondary bridging initiatives such as OCTAE's Moving Pathways Forward initiative.

### *The establishment or operation of high quality professional development programs*

The provision of high quality professional development is a cornerstone of Wisconsin's ABE programs at the State and local levels. Over the last two years Wisconsin staff focused on providing extensive staff development regarding implementation of the 2014 GED. As we move forward we will ensure we provide focused instructor training based on faculty demands. Additionally we will provide training on the following:

a. Career Pathways and Career Pathway Bridges – It is critical to the program and student's success to ensure there is an understanding that all ABE and ELL students are career pathway students. All students require career planning in addition to instructional planning and support services to help them meet their career goals, including post-secondary transition.
b. The requirement that each student have a Personal Education Plan
c. Providing instructors the tools and strategies to assist students in the wide variety of options for adults to obtain a high school diploma or its equivalency – In order to address the various learning styles of students who seek a high school diploma or its equivalency Wisconsin AEFL programs provide a number of options for students. Every program does not provide all six options but most provide more than a single option including:
    - GED
    - HSED 5.05 – Pass the GED tests, complete the health, citizenship, and employability skills and career awareness counseling requirements
    - HSED 5.06 – Document 22 high school or college credits, including credits offered by an ABE program in cooperation with a local high school
    - HSED 5.07 – Finish 24 semester credits or 32 quarter credits at a university or technical college, including instruction in any area of study you didn't cover in high school
    - HSED 5.08 – Complete a foreign degree or diploma program
    - HSED 5.09 – Complete a competency-based program offered by a technical college or CBO that has been approved by the state superintendent of Public Instruction as a high school completion program. This is a rigorous, competency-based curriculum which will allow students to obtain and equivalency diploma. It is based on extensive

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curricula developed to align with College and Career Readiness (and other national) standards as well as with post-secondary academic expectations typical of 2- and 4-year colleges

d. ELL-related opportunities including
   - Meeting the needs of the LEP population
   - Increasing intensity and duration of EL programs
   - Increasing use of technology in the EL classroom
   - Addressing and increasing/improving the use of EL software to supplement instruction, meet competency in digital literacy and increase language exposure and oral proficiency
   - Expanding the offering of intensive/accelerated EL program

### *Technical assistance*

a. The development and dissemination or instructional and programmatic practices based on the most rigorous scientifically valid research.
   - Wisconsin has active participants in OCTAE's STAR initiative. In addition, we have also begun ReSTARt, a recap of principles of STAR/EBRI and the opportunity for facilitated program solving and action planning to help programs and teachers tackle these challenges. Additional training will be required for new partners in the Department of Corrections
   - Wisconsin will continue its participation in OCTAE's Adult Numeracy Instruction (ANI) initiative and will provide related professional development. Wisconsin has two trainers that facilitated a group of 28 instructors including some from the Department of Corrections
   - Team teaching – Assistance will focus on corequisite instruction and ABE/ELL accelerated learning.

b. The role of eligible providers as a one-stop partner to provide access to employment, education and training services
   - Under the Moving Pathways Forward initiative an environmental scan is being performed to determine how providers are contributing to local one-stop services. Using the results of this scan we will develop targeted TA and best practice sharing.

c. Assistance in the use of technology, including for staff training, to eligible providers especially the use of technology to improve system efficiencies
   - Reporting – Assistance will focus on how technology can improve reporting and use of collected data.
   - Video formatted instruction – Web-based training is being created to provide targeted training in a far more cost-effective method.
   - Repository – We will promote and offer training on use of the online curriculum repository.
   - Website – Assistance will revolve around the recent upgrades to the MyWTCS website including updates, calendars, use of the cloud space and online registration.

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- Blended instruction – Assistance will focus on utilizing language acquisition software for ELL students.

### *Monitoring and Evaluation*

a. Enhanced desktop monitoring – Assistance will focus on use of the Client Reporting System (CRS) and portal-created reports to compare programs to themselves and the state/system for enrollments, hours of instruction, pre/post-test, educational gain, transition, etc. Specific training will be provided for CBOs
b. Provide instruction on how to use GED analytical information to monitor effectiveness of GED programs and make programmatic changes at the location/instructor level.
c. Provide instruction on the Student Success Measures, Outcomes Based Funding and ABE-specific scorecard.
d. Make use of recently hire3d research/data analyst with extensive evaluation background to improve our monitoring process and provide related TA.

### Other activities will include:

- The funding of Wisconsin Literacy, Inc., a non-profit agency providing resources to literacy providers
- Expanded use of assistive technology and English language acquisition products
- The funding of the Worldwide Instructional Design System (WIDS) to provide curriculum review and standards comparison for CCRS and HSED 5.09 work
- The funding to create online learning communities
- The funding of state leadership personnel salaries and activities to include participation in conferences such as the National Training Institute, participation on interagency committees (ex. Refugee Advisory Committee and the Education and Employment Cross Agency Team), creation of the administrators' manual, and NAEPDC leadership participation by the State Director.

*(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.*

Local providers are accountable to the ABE leadership team at 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.

### Performance Accountability

All activity related to ABE/ELL students is entered at least quarterly in the Client Reporting System (CRS). The CRS records contain information about persons served through grants financed by state

administered funds and students who are enrolled in WTCS courses. At year end, the records in CRS are matched with Unemployment Insurance (UI) and National Clearinghouse records to identify employment outcomes and transfer between higher education entities.
Performance accountability assesses the effectiveness of grantees in achieving continuous improvement of adult education and literacy activities. The performance outcome measures consist of the following core indicators:

(1) The percentage of program participants who are in unsubsidized employment during the second quarter after exit of the program;
(2) The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit of the program;
(3) The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program;
(4) The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized post-secondary credential or employment and who are achieving measurable skill gains toward such a credential or employment; and
(5) The indicators of effectiveness in serving employers established pursuant to WIOA.

### Setting of Targets

Each fiscal year Wisconsin negotiates proposed target percentages for each of the core indicators of performance with the U.S. Department of Education, Office of Career, Technical and Adult Education (OCTAE). Each local program is responsible for meeting or exceeding the negotiated performance targets and shall analyze progress toward meeting the targets on an ongoing basis. Each program must utilize the approved standardized assessments which provide the framework needed to measure program effectiveness.

### Monitoring

Wisconsin utilizes the Quality Review Process (QRP) to evaluate programming. QRP follows a general format to be used by programs for a review of their offerings. The overall intent of the review is to develop continuous improvement activities that impact the pogrom's overall performance while focusing on indicators described in the ABE and/or ELL scorecards.

A core concept in the QRP review is a self-study component internally administered by the program. This self-study is a series of guided and focused discussions on the Core Components within the program. These discussions use a guided approach to increase the quality of group discussions and to:

- Help participants understand current situation and set goals for the future
- Identify challenges to improved performance, and
- Develop ideas to be considered for inclusion within an improvement plan

Programs are encouraged to develop a process that collects input from a variety of sources, including, but not limited to, full-time faculty (both adult basic education and occupational if applicable), part-time faculty, student services and workforce partners, advisory committees, students, correctional institutions, and other community partner stakeholders.

## ADULT BASIC EDUCATION AND 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 Workforce Innovation and Opportunity Act (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; and

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4. 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.

1. SF424B - Assurances – Non-Construction Programs (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)
3. SF LLL Form – Disclosure of Lobbying Activities (required, only if applicable) (http://www2.ed.gov/fund/grant/apply/appforms/appforms.html)

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## Vocational Rehabilitation

**This draft version has been reviewed by the Wisconsin Rehabilitation Council.**

*The Vocational Rehabilitation (VR) Services Portion of the Unified or Combined State Plan [9] 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 the Division of Vocational Rehabilitation. 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 MOE 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 Workforce Development Area.

**DSU Response:**

[9] Sec. 102(b)(2)(D)(iii) of WIOA



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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 procedure. The resources of the vocational rehabilitation directly impact the quality and effectiveness of the program and believe these updates help to improve VR services.

**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 Workforce Development Area.

**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 20 project positions who will serve as Employment Specialist.

Along with the sharing of their progress and success, WDVR will share their observations and any labor market or business trends. WDVR will continue to work with DWD human resources staff to determine options for continuing to include Business Services Consultants as part of the DVR staff contingent.

**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

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less significance.

**DSU Response:**

WDVR 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. WDVR is also reviewing new approaches to 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 Memorandum of Understanding 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 designated State unit 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 designated State unit 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.



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*(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 Assistive Technology Act of 1998;*
*(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 of these agreements, in addition to all other services and activities of the Wisconsin DVR, are to be guided by:

> Our Mission: The Wisconsin Division of Vocational Rehabilitation (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*

The primary mechanism for interagency coordination and cooperative agreements including the cooperative arrangement funding portion of those agreements is the State Plan interagency coordination parameters as described throughout this document.

The primary mechanism for interagency coordination parameters as defined in this attachment does not require a written agreement between cooperating agencies or entities.

A secondary mechanism for interagency coordination and cooperative agreements includes a written agreement. A secondary mechanism in the form of a written agreement must comply with the following:

As the Division deems appropriate, and with approval from the Wisconsin Rehabilitation Council, secondary interagency agreement mechanisms that expand the availability, or improve the coordination of services and which also comply with the interagency coordination parameters of the State Plan may be employed.

Secondary interagency mechanisms require a signed agreement between the Division of Vocational Rehabilitation and the respective officials of the cooperating entities that clearly identifies the



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responsibilities of each entity for the provision and coordination of services.

As a complement to the primary interagency coordination parameters of the State Plan, such agreements may take the form of a memorandum of understanding or agreement, a letter of agreement, or a contractual arrangement.

Secondary cooperative interagency mechanisms include interagency service agreements between the DVR and state agencies, the University of Wisconsin System; the Wisconsin Technical College System and a Wisconsin American Indian Vocational Rehabilitation Program. These agreements are described in this and in other attachments.

These cooperative agreements may or may not involve funding contributions from the Division of Vocational Rehabilitation. As a secondary mechanism, a cooperative agreement may, within the parameters of the financial responsibilities outlined in *ii* of this section, include a third party cooperative arrangement involving funds from another public agency.

As deemed appropriate by the Division, and when approved by the Wisconsin Rehabilitation Council, short-term waivers from the State Plan primary interagency coordination parameters may be granted. Such waivers will be granted for the purpose of facilitating the transition of secondary cooperative interagency mechanisms and funding to full compliance with the interagency coordination parameters of the State Plan, should such a transition be determined necessary to provide continuous and timely services to DVR consumers.

#### *ii. Agency Financial Responsibility*

The DVR is primarily responsible for assuring that services within the Scope of Vocational Rehabilitation 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. The DVR will maintain an IPE obligation reserve to secure the continuous and timely 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.

After the Division is assured that eligible individuals are adequately supported in their IPE costs, and 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 discretionary case aids funds may be used for other allowable purposes, including innovation and expansion services.

The DVR annually utilizes a portion of funds for the development and implementation of innovative approaches to expand and improve the provision of vocational rehabilitation services. Innovation and

expansion 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.

Most importantly, DVR has collaborated with the Board for People with Developmental Disabilities, the Department of Health Services, and the Department of Public Instruction on a pilot grant program designed to improve transition services by offering career and work experience while in high school. The "Let's Get to Work" grant allowed a best practice to be developed between special education, DVR and long-term care providers to offer employment focused transition plans for developmental disabled students. The Promise Grant, where Wisconsin is one of six federal demonstration sites, further expands this collaboration and focus on youth.

DVR has a collaborative project with the Great Lakes Inter-Tribal Council as an Innovation and Expansion option. Three tribal entities are currently working with DVR to "Place and Train" Wisconsin DVR consumers in tribal businesses.

**For Both Public and Private Entities**

Funding of I & E and other allowable vocational rehabilitation 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 the Wisconsin Division of Vocational Rehabilitation is obligated under federal



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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 vocational rehabilitation 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, either directly or by contract or other arrangement.

If an entity other than the Division of Vocational Rehabilitation fails to provide or pay for comparable benefits or services for an eligible individual, the Division of Vocational Rehabilitation shall provide or pay for such services to the individual.

The Division of Vocational Rehabilitation 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 Division of Vocational Rehabilitation Policy Manual shall establish the minimum standard for the timely delivery of vocational rehabilitation 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 on-the-job training (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, the 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.



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### Department of Children and Families/Division of Family Supports

The Department of Children and Families (DCF) operates Wisconsin's Temporary Assistance for Needy Families (TANF), child support and childcare subsidy programs for low-income individuals and families. The purpose of the MOU is for the DVR and the Department of Children and Families/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 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 is in place during FY 2014.

### Department of Children and Families/Department of Corrections

DVR developed a collaborative relationship with the Department of Children and Families (DCF) and with the Department of Corrections (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.

The Wisconsin DOC has awarded a Benefits Specialist Program to Legal Action of Wisconsin (LAW). The project, Disabled Offenders Economic Security (DOES) Project, will work with the 13 DOC institutions identified as having the highest number of inmates with serious mental illness and DD, 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.

### Department of Public Instruction and Department of Health Services/Division of Long Term Care

DVR has a multi-agency agreement that defines necessary relationships, policies and procedures between the DVR, and the Departments of Public Instruction (DPI) and Health Services (DHS). The agreement is designed to create common understanding, and 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 the Department of Public Instruction (DPI) and the Medicaid agency, the Department of Health Services (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 vocational rehabilitation services with education officials and with long-term care and employment support providers. Recent updates indicate that the plan is actively being used and updated as needed.

### Department of Health Services/Division of Long Term Care

DVR developed an agreement with the Department of Health Services, 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.

### Great Lakes Intertribal Council (GLITC) American Indian Vocational Rehabilitation Program

A MOU with the Great Lakes Intertribal Council (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 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 Memorandum of Understanding with Division of Vocational Rehabilitation, the Office of Veterans Services within the Division of Employment and Training of the Department of Workforce Development and the U.S. Department of Veterans Affairs (Milwaukee Regional Office).

The purpose of the MOU is to ensure seamless, coordinated, and effective vocational rehabilitation 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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### Institutions of Higher Education (IHE)

DVR renewed non-financial Memorandums of Understanding (MOU) with the University of Wisconsin System (UWS) and the Wisconsin Technical College Systems Board (WTCS). The purpose of the MOU is to clarify the roles and responsibilities of DVR and the Institutions of Higher Education (IHE) in fostering a seamless delivery system supporting the DVR individualized plan for employment (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.

http://dwd.wisconsin.gov/dvr/pdf_files/uw_system_mou.pdf
http://dwd.wisconsin.gov/dvr/pdf_files/wtcs_mou.pdf

### State Use Contracting agency and other agencies

The 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 vocational rehabilitation 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 designated State unit'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;*

*(B) transition planning by personnel of the designated State agency and educational agency that facilitates the development and implementation of their individualized education programs;*



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(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 the DVR, and the Departments of Public Instruction (DPI) and Health Services (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 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, polices and protocols established to serve youth eligible for DVR services.

http://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf
http://dwd.wisconsin.gov/dvr/pdf_files/tag.pdf

### Pre-Employment Transition Services (PETS)

New federal mandates require that WDVR, in collaboration with local educational agencies, offer to transition age high school students with disabilities (ages14-21) Pre-Employment Transition Services (PETS) using 15% of our federal allocation on an annual basis.

PETS services include:

- Job exploration counseling
- Work-based learning experiences, (which may include in-school or after school opportunities, experience 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

Under WIOA, WDVR will allocate $9.6 million in FFY 2015 on high school students to provide PETS 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 Work Force Development Boards. 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 WDVR 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 the local education agency, will provide services to assist the student in developing and successfully achieving their Individual Plan for Employment (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 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 transition councils and statewide transition initiatives.

To facilitate the transition of students with disabilities from school to the receipt of vocational rehabilitation 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 youth.

- Maintain the Interagency Agreement with the Department of Public Instruction (DPI) to include the Medicaid agency, the Department of Health Services (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 vocational rehabilitation services with education officials and with long-term care and employment support providers.

- 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.

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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 youth that their responsibility is to coordinate with the school's efforts to engage the youth in activities that will allow development of an individualized plan for employment before the youth leaves high school.

The Transition Action Guide (TAG), which is an integral part of the Interagency Agreement, calls for referral of youth 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 individualized plan for employment 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 15. DVR's role in transition at both the systemic and service delivery levels are identified in the Interagency Agreement with the state's Department of Public Instruction (DPI) and Department of Health Services (DHS). The agreement 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 Transition Action Guide (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 vocational rehabilitation services. The agreement describes the roles and responsibilities of DPI, DVR, and DHS with respect to transition services.

The updated agreement complies with the 2004 IDEA 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 and the Individuals with Disabilities Education Act of 2004 (IDEA).

2. To provide practical guidance, technical assistance, and training to internal and external stakeholders and staff regarding employment-related services and supports.



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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 vocational rehabilitation 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 Individual Education Plan (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 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.

The DVR Statewide Transition Action and Resource Team (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 actively participates with the National and Wisconsin Community of Practice on Transition including collaborating with DPI on the establishment and facilitation of a practice group called Interagency Collaboration for Employment.
The Wisconsin Rehabilitation Council (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.

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 vocational rehabilitation service providers include: benefits analysis, internship/temporary work, job coaching, job preparation, development and placement, supported employment, vocational evaluation, and IPS supported employment. 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.

http://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. The 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 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 “report card” for consumers to use, assessing the performance and satisfaction of service providers. It is anticipated that the public "report card" will be completed in FFY 16-17.

This enhanced consumer satisfaction rating reports 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 RSA rules and regulations.

*(f)* **Arrangements and Cooperative Agreements for the Provision of Supported Employment Services.** *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 supported employment services 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, the Division of Vocational Rehabilitation (WDVR) within the Wisconsin Department of Workforce Development.

(b) 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



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significant disabilities and their need for supported employment services. 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. WDVR examined data provided by the Department of Public Instruction, 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 supported employment services 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 9,400 individuals. The current average caseload of total individuals served with an active IPE in Wisconsin is 16,000 individuals. WDVR is projecting a possible increase of approximately 2000 individuals in 2016 needing supported employment services. This increase is due to the impact of the 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 Supported Employment services 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. WDVR 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.

(c) Describe the quality, scope, and extent of supported employment services to be provided to eligible individuals with the most significant disabilities under this part, including youth with the most significant disabilities;

Supported Employment services will include use of 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.
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.

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Use of systematic instruction principles will be piloted and if successful, will be 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.

(d) Describe the State's goals and plans with respect to the distribution of funds received under §363.20;

Supported Employment funds will be 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. It is expected that WDVR will supplement the funds provided in the supported employment grant by a multiple of five. Historically the WI VR program has used case aids to provide supported employment services to DVR consumers with a typical annual expenditure of just less than $6.7 million in supported employment services. The WDVR case management system has the ability to identify cases and expend the funds allotted as required by RSA.

(e) Demonstrate evidence of the designated State unit's efforts to identify and make arrangements, including entering into cooperative agreements, with—

1. Other State agencies and other appropriate entities to assist in the provision of supported employment services; and

DVR will continue to work collaboratively with the Department of Health Services to increase statewide supported employment resources. Efforts will focus on increasing access to Supported Employment Services 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 Individual Placement and Support (via Medicaid waiver approved funds).

The Division of Long Term Care within the Department of Health Services uses a Managed Care approach to provide employment services to individuals with developmental and physical disabilities. This approach is undergoing some change in the administration of the program and some structural details are unknown, DVR has had and continues to expect a collaborative partnership with the Department of Health Services in pursuit of competitive integrated community based employment. DVR expects to be a partner in the development of comprehensive pre-vocational services with the Department of Health Services 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 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.



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2. 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;

WDVR continues to work with disability specific stakeholder and advocacy groups as well as professional organization such as 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.

(f) Describe the activities to be conducted for youth with the most significant disabilities with the funds reserved in accordance with §363.22, including–
1. 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
2. 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-Employment Transition Services (PETS) 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 Individualized Education Plans (IEP's) and Individualized Plans for Employment (IPE's). DVR has also developed and will continue to utilize a Youth On-the-Job (Y-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.

(g) Assure that—
1. Funds made available under this part will only be used to provide authorized supported employment services 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.

2. 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 supported employment services in Wisconsin.

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In 2017, the Department of Public Instruction (DPI) will begin to use an academic and career plan (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 PETS and career preparation and exploration activities.

3. An individualized plan for employment, 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 –
    i. Specify the supported employment services to be provided, including, as appropriate, transition services and pre-employment transition services to be provided for youth with the most significant disabilities;

Students and Youth in transition can utilize any typical DVR service if identified in the IPE. Identified Supported Employment services 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 typical supported employment services.

Supported Employment services 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 case manager, 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.

    ii. 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 individualized plan for employment 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.

iii. 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 individualized plan for employment is developed;

In Wisconsin, extended service funding is available through Managed Care and County funded mental health services. DVR is planning to pilot systematic instruction principles and if successful, will be 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.

4. 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 supported employment services specified in the individualized plan for employment;

It is expected that WDVR will supplement the funds provided in the supported employment grant by a multiple of five. Historically the WI VR program has used case aids to provide supported employment services to DVR consumers with a typical annual expenditure of just less than $6.7 million in supported employment services.

5. Services provided under an individualized plan for employment 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. Due to the nature and scope of the changes expected in the long-term care system in Wisconsin, it is difficult to know how this will be accomplished but it is expected that treatment and service plans will continue to include and involve active collaboration with DVR.

6. To the extent job skills training is provided, the training will be provided onsite;

DVR is planning on the implementation 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.

7. Supported employment services will include placement in an integrated setting based on the unique strengths, resources, interests, concerns, abilities, and capabilities of



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individuals with the most significant disabilities, including youth with the most significant disabilities;

DVR is planning on use of 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.

WDVR will utilize Department of Workforce Development tools, including Job Center of Wisconsin and Skill Explorer, when appropriate.

8. The designated State agency or agencies, as described in paragraph (a) of this section, will expend no more than 2.5 percent 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.

9. 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 percent of the costs of carrying out 512 supported employment services provided to youth with the most significant disabilities with the funds reserved for such purpose under §363.22; and

WDVR plans to continue to utilize state general-purpose revenue for the match required continued federal funding for supported employment services.

(h) 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)

*(g)* **Coordination with Employers.** *Describe how the designated State unit 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 Business Services Consultant (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

20 positions were created in 2013 to function as employment specialists (same classification as Wagner-Peyser 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 (BSC) are proportionally distributed throughout the state with at least one BSC assigned to each Workforce Development Area.

### Impact of Adoption

Business Services Consultants 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 7000 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.

In FFY 2014, DVR Business Services Consultants:

- Were involved in 677 direct hires of DVR job seekers
- Arranged 298 On-The-Job Training (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 On-the-Job Training initiatives:

- Since February 2009, more than 2,400 OJT private-sector hires were supported by a 50 percent payroll cost subsidy for employers providing up to 90 days of on-the-job training 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.

### Part of WDA Business Service Team

DVR Business Service Consultants are part of the Business Service teams located in each of the eleven workforce development areas. Along with other workforce partners, the BSCs conduct outreach to

businesses 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. The data base is called Salesforce and allows DVR and other partners to track metrics, job leads, services and outreach activities. Additional partners, such as the Wisconsin Technical College System and the Wisconsin Economic Development Corporation have also participated in the common business platform making it a robust and comprehensive catalog of business talent needs.

### Innovation and Expansion—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.

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.

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 Wisconsin Fast Forward 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 designated State unit 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*
*(3) the State agency responsible for providing mental health services.*



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DVR has a tri-agency Interagency Agreement that defines necessary relationships, policies and procedures between the DVR, and the Departments of Public Instruction (DPI) and Health Services (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 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, polices and protocols established to serve youth eligible for DVR services.

http://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf
http://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*

#### Wisconsin Community of Practice on Transition

The Wisconsin Community of Practice on Transition is an interagency collaboration that includes partners from DVR, Department of Public Instruction (DPI), Department of Health Services (DHS), Board for People with Developmental Disabilities (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. 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 SSI (Social Security Supplemental Security Income) 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 designated State unit, including the following:*

**(1) Data System on Personnel and Personnel Development**



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The 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.

The DVR has taken action to ensure sufficient staff to serve the caseload based on the projected number of consumers with active individualized employment plans (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. 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.

*(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 1 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 5 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 9 additional VR Counselor positions.

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Table 1

| 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** | **Total** | **322** | **18** |

DVR will continue to maintain an average employment plan caseload of 16,500, not to exceed 17,000, during FFY 2016-20. During the 5 year caseload projection period, the counselor caseload ratio should 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 institutions of higher education in the State that are preparing VR professionals, by type of program;*

The Wisconsin Department of Safety and Professional Services (DSPS) issues licenses for professional counselors, including vocational rehabilitation counselors. There are currently two Institutions of Higher Education (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. The DSPS website is: http://dsps.wi.gov/Home .

DVR has also contracted for additional on-line continuing education opportunities, 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 Vocational Rehabilitation 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.

*(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.*

The 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 Licensed Professional Counselor (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 MS VR program. All graduates are eligible to apply for the CRC and or LPC training certificate. 18 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 8 annual graduates for the school year that will be eligible to receive CRC or professional counselor-in-training licensure, with 3 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 the Department of Safety and Professional Services must have their educational course work reviewed individually by the Department of Safety and Professional Services prior to issuance of a license or in-training license.

Summary data for the four university counselor preparation programs is in Table 2 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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Table 2

| 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<br>Rehab Psych | 21 | NA | NA | 27 |
| 2 | University of Wisconsin – Stout<br>MS VR Program | 71 | NA | NA | 25 |
| 3 | University of Wisconsin – Oshkosh<br>Community Counseling<br>School Counseling<br>Student Affairs | 32<br>38<br>15 | NA | NA | 3<br>4<br>1 |
| 4 | University of Wisconsin-Whitewater<br>Community Counseling<br>School Counseling<br>Higher Education | 55<br>47<br>18 | NA | NA | 14<br>12<br>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 designated State unit and institutions of higher education and professional associations to recruit, prepare, and retain personnel who are qualified, including personnel from minority backgrounds and personnel who are individuals with disabilities.*

The 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)
- Division of Vocational Rehabilitation (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 Workforce Development Area (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, the 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.

In its recruitment materials and practices, DVR requires that applicants for vocational rehabilitation counselor positions meet the standards for employment as specified in the Wisconsin State licensure statues. Only applicants who meet the hiring standards are interviewed and hired. For example, during FFY15, the DVR developed and used recruitment material focused on opportunities in Wisconsin for Licensed Professional Counselors. 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.

The DVR holds a seat on the Wisconsin State License Review Board and the DVR review board member clarifies and promotes the interests and needs of the DVR for recruitment, preparation and retention of qualified staff.

The 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. The DVR seeks to attract candidates from other states as part of its hiring strategies. For internships, the 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. The DVR has had success in outreach recruitment efforts resulting in an increase in the number of qualified minority applicants.

The DVR regularly evaluates and modifies its recruitment efforts and in-service training plan to ensure that all personnel, in particular vocational rehabilitation 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.

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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. In FFY 16, DVR is expected to complete its recruitment for these 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.

*(3)* **Personnel Standards.** *Describe the State agency's policies and procedures for the establishment and maintenance of personnel standards consistent with section 101(a)(7)(B) and to ensure that designated State unit professional and paraprofessional personnel are adequately trained and prepared, including:*

*(A) standards that are consistent with any national or State-approved or -recognized certification, licensing, registration, or other comparable requirements that apply to the profession or discipline in which such personnel are providing VR services; and*

*(B) the establishment and maintenance of education and experience requirements, to ensure that the personnel have a 21st century understanding of the evolving labor force and the needs of individuals with disabilities.*

The personnel standards for vocational rehabilitation 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 (NBCC) 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 licensed Professional Counselors 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 the DVR and the State of Wisconsin. Paraprofessional staffs are required to take and pass an online exam consistent with classification requirements. Opportunity for continuing education courses is open to all paraprofessional staff in addition to the professional rehabilitation counselor staff.



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The 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 section101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the designated State unit receive appropriate and adequate training in terms of:*

*(A) A system of staff development for professionals and paraprofessionals within the designated State unit, 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 Assistive Technology 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 (Wisconsin Department of Safety and Professional Services)
- Comprehensive Training Needs Assessment
- Professional State Councils, (e.g., Wisconsin Rehabilitation Council), and
- Individual Performance Reviews

The DVR conducts a comprehensive training needs assessment every three years using a survey instrument administered by WDVR. The Department of Workforce Development (the DSA) also conducts staff training needs assessment and offers training based on this evaluation. The DVR obtains input on training needs from various State Councils and organizations, primarily the state rehabilitation council (WRC) and Rehabilitation for Wisconsin (RFW). Computerized training records are kept for each employee. Annual employee "goals and accomplishment reviews" (GARS) are conducted by management with each employee. The individual reviews help the 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 vocational rehabilitation counselors, in order to practice in the State of Wisconsin. The Division maintains a membership with the Commission on Rehabilitation Counselor Certification (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 Commission on Rehabilitation Counselor Certification (CRCC), the Division is granted the ability to pre-approve continuing education hours for participants in training programs it conducts or coordinates. The 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 the DVR



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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. The 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 updating and incorporating vocational counseling, job placement; rehabilitation technology and assessment tools and practices into the training curriculum. The DVR collaborates with UW-Stout and Independent Living Centers to offer Assistive Technology training to DVR consumers and staff at venues across the state. The 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. The 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.

In addition, new supervisors are required to attend supervisory trainings offered by the Wisconsin Office of State Employment Relations. 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 designated State unit professionals and paraprofessionals.*



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The 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 vocational rehabilitation program. Before posting to the DVR website and the *Information Center*, DVR policy and written guidance pieces are reviewed and approved by the DVR's Policy Academy and the DVR Senior leadership Team. 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. The *Information Center* link is: http://dwd.wisconsin.gov/dvr/infocenter/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 Workforce Development Area (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 vocational rehabilitation in Wisconsin. Members of the Policy Academy take the information from these meetings back to their respective Workforce Development Areas (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.

A link to the National Clearinghouse of Rehabilitation Training Materials (NCRTM) website hosted by Utah State University is available from the DVR's Training Opportunities web page. The NCRTM site includes a digital library with research and resource material as well as opportunities for continuing education credits online, etc. Information from the Clearinghouse is periodically brought to the attention of staff statewide. Staff can also access research information disseminated through teleconferences and webinars sponsored by the federal Rehabilitation Services Administration as well as the national network of disability research and training entities.

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 the DVR. One example is the use of data from research and other sources in the development of technical specifications for service provider agreements, transition, assistive technology and supported employment special projects. The 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. The 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 Rehabilitation Services Administration.

The 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 the 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.

The 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 designated State unit 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.*

The 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.

The DVR affirmatively recruits staff fluent in Spanish and American Sign Language. The 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 the 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. The DVR maintains in-house technology to prepare Brailed 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 designated State unit's comprehensive system of personnel development with personnel development under the Individuals with Disabilities Education Act.*

The DVR updated the interagency agreement with the state's Department of Public Instruction (DPI) in December of 2010. The agreement also includes the Department of Health Services (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 the 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 Transition Action Guide (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, vocational rehabilitation 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.

The DVR, DPI, and DHS will continue joint sponsorship of training events focused on improving transition and vocational rehabilitation 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. The DVR supports attendance of staff at the annual Wisconsin Transition Conference, Employment First, Transition Academy and the annual Rehabilitation and Transition Conference, as a means to increase coordination of services and transition service delivery skills.

The DVR's Statewide Transition Action and Resource Team (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.

The DVR will continue to designate a liaison counselor to each school identified by Wisconsin's Department of Public Instruction (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 Division of Vocational Rehabilitation (DVR) conducts an annual update to the statewide assessment of the rehabilitation (and other) needs of individuals with disabilities residing in the state. The comprehensive statewide assessment process also includes an annual review of Wisconsin disability statistics, DVR customer and service federal report data, and public comment and input provided to the Wisconsin Rehabilitation Council (WRC) throughout the year.

DVR also receives input during public hearings conducted by DVR and WRC on a quarterly 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.

The DVR and the Wisconsin Rehabilitation Council (WRC) will continue to work cooperatively in this process. The identified rehabilitation needs of individuals with disabilities are discussed with the full council. The DVR and WRC identify and prioritize the rehabilitation needs and develop DVR systemic and service delivery goals to address the needs.

The WRC also continues to use feedback received from the customer satisfaction survey conducted every 2 years of individuals closed in the previous calendar year and information from previous focus groups for process improvements and quality assurance.

Since FFY 08 and continuing through FFY 16, 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 Order of Selection waiting list to insure 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, the DVR anticipates a continued increase in demand during for supported employment referrals, placements and services. The DVR supported employment, long-term employment supports service planning, and coordination efforts are described in state plan attachments describing supported

employment services and funding. Wisconsin 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) Rehabilitation needs of individuals with the most significant disabilities, including their need for supported employment services;*

- 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 supported employment services
- 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
- 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.

*(B) Rehabilitation needs of individuals who are minorities;*

Specific needs identified include:

- Provide training to all VR staff in multicultural awareness;



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- 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 (W-2) staff to address individuals with disabilities (usually in the W-2Transition program) in the W-2 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;
- 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 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) Rehabilitation needs of individuals who are un-served or underserved;*

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 the Department of Public Instruction (DPI), the 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: 9000 individuals



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- Subminimum Wage and Child Labor Permit (under 18 yrs): 1000 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 15 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 AODA 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.
- Minority populations in general.

*(D) Rehabilitation needs of individuals with disabilities who 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 dislocated workers 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.



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- 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) Identify the need to establish, develop, or improve community rehabilitation programs within the State; and*

In Wisconsin, the VR program works with many service providers including community rehabilitation programs. 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

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.

The DVR is collaborating with the Board for People with Development Disabilities 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 to encourage training development for increased service provider capacity.

*(F) 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 vocational rehabilitation 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.*

The 2012 U.S. Census Bureau American Community Survey determined that the population of Wisconsin was 5,726,398, which was a 0.3% increase over the 2011 estimate. In 2012, there were an estimated 4,489,292 working-age residents 16 years and older.

The 2012 U.S. Census Bureau American Community Survey estimates reported 639,767 residents (civilian, non-institutionalized) with a disability equaling 11% of the total population.

The U.S. Census Bureau estimates for 2012 also reported the following demographic profile for the residents of the state:

- 87% were White;
- 6% were Black or African American;
- 6% were Hispanic (any race);
- 2% were Asian;
- 2% were multi-racial
- 1% 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 2012, 8.8% spoke a language at home other than English. Of this group, 37% reported speaking English less than “very well”. Of those speaking a language other than English at home, 53% spoke Spanish and 47% spoke some other language.

Additional disability and employment detail is available in the 2012 U.S. Census Bureau American Community Survey Profile. An estimated 9.4% or 331,686 of Wisconsin’s total civilian, non-institutionalized population ages 18 to 64 years reported having a disability.

According to the Wisconsin Department of Public Instruction (DPI) website for the 2013-14 school year, child count figures from DPI, there were 120,172 students with disabilities served by public schools.

At the end of January 2014, 26,662 individuals were engaged with the DVR of which 3,533 were on the order of selection wait list for services.



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While the number of persons potentially eligible for VR services is variable, our best estimate is 206,857 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 2012 according to U.S. Census estimates.

*(2) The number of eligible individuals who will receive services under:*

Wisconsin is currently using an order of selection in accordance with section 5.3 of the State Plan. The DVR estimates that during FFY15, 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.

The following table shows the DVR estimated number of individuals to apply for and/or be served under each priority category within the OOS for FFY15.

*i. The VR Program;*
*ii. The Supported Employment Program; and*
*iii. each priority category, if under an order of selection.*

| 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 |
| **Totals** | **$51,085,000** | **43,976** | **$1,096** |

*(3) The number of individuals who are eligible for VR services, but are not receiving such services due to an order of selection; and*

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 order of selection, identify the cost of services for each priority category.*

In FFY15 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 15 the 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 15 the DVR counselor caseload ratio is projected 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.

The DVR will continue to manage its fiscal resources using the Order of Selection to ensure that all active Individualized Plans for Employment will continue to be fully supported throughout FFY14 and FFY15.

*(l)* **State Goals and Priorities.** *The designated State unit 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.

*(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, the DVR, in conjunction with the DSA (the Department of Workforce Development), the Governor, and the Wisconsin Rehabilitation Council (WRC) has developed annual goals and priorities that are consistent with the provisions and requirements of section 106 of the Act

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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 the 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 Evaluation Committee studies VR performance in serving specific groups of disabled individuals and reviews consumer satisfaction survey responses. The WRC Reports Committee develops the WRC Annual Report and assists with the development of the State Plan. 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 the DVR works with Job Centers and other state agencies. Based on its monitoring activities, the WRC provides on-going advice to the DVR on performance and service priorities. The 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: The DVR shall assist eligible individuals, including individuals with a significant disability, to obtain, maintain, or regain high quality employment.

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.

Supported Employment services will include use of 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 WOIA requiring at least 50% of supported employment funds on youth with significant disabilities.

Supported Employment funds will be 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. It is expected that WI DVR will supplement the funds provided in the supported employment grant by a multiple of five. Historically the WI DVR program has used case aids to provide supported employment services to DVR consumers with a typical annual expenditure of just less than $6.7 million in supported employment services. Use of systematic instruction principles will be piloted and if successful, will be 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.

DVR will continue to work collaboratively with the Department of Health Services to increase statewide supported employment resources. Efforts will focus on increasing access to Supported Employment Services 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 Individual Placement and Support (via Medicaid waiver approved funds).

The Division of Long Term Care within the Department of Health Services uses a Managed Care approach to provide employment services to individuals with developmental and physical disabilities. This approach is undergoing some change in the administration of the program and some structural details are unknown, DVR has had and continues to expect a collaborative partnership with the Department of Health Services in pursuit of competitive integrated community based employment. DVR expects to be a partner in the development of comprehensive pre-vocational services with the

Department of Health Services to provide a coordinated set of services to prepare individuals receiving center-based services for competitive, integrated work and further opportunities with DVR.

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 on-the-job training opportunities for job ready DVR consumers and for consumers who were transition age at application.

The goals also address the performance of the 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:*

*i. 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.

*ii. the State's performance under the performance accountability measures of section 116 of WIOA; and*

WI 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.

*iii. 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.*



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In 2015, an extensive effort was completed related to examining the needs of individuals who may need supported employment. WI DVR examined data provided by the Department of Public Instruction, 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 supported employment services 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 9,400 individuals. The current average caseload of total individuals served with an active IPE in Wisconsin is 16,000 individuals.

Changes to Supported Employment services 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. WI 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)* **Order of Selection.** *Describe:*

*(1) The order to be followed in selecting eligible individuals to be provided VR services.*

The Wisconsin Division of Vocational Rehabilitation implemented an Order of Selection within its VR program effective 12/5/1994. An updated process was approved by the Wisconsin Rehabilitation Council and was approved as part of Wisconsin's FFY 13 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 vocational rehabilitation 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.



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### DVR Policy on Order of Selection

At any time that DVR resources do not permit all eligible consumers to be served, an order of selection 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 13, DVR implemented a simpler, easier Order of Selection that was approved by the Wisconsin Rehabilitation Council.

**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 vocational rehabilitation 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 vocational rehabilitation 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 will 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.

*(2) The justification for the order.*

### Staff and Fiscal Resources:

In October 2004 (FFY05) a decision to assign all new applicants to the OOS wait list and not activate anyone from the list was made 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 FFY06, 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 FFY07, 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.

During subsequent years, DVR has used available fiscal resources to maintain no wait for applicants with the most significant disabilities, a wait of several months for applicants with significant disabilities and an indefinite wait for those with non-significant disabilities. During FFY ’10, human resources were

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limited and both the number of individuals waitlisted and the wait time increased due to staffing shortages. The DVR staffing shortages were mitigated during FFY11.

Since this time, DVR had sufficient staff and fiscal resources to maintain no wait for employment plan services for eligible applicants with the most significant disabilities, a wait period of no longer than 6 months for those with significant disabilities (as of 9-15-15 no wait for this category), and an indeterminate wait for services for applicants with non-significant disabilities.

*(3) The service and outcome goals.*

During FFY14 DVR has been able maintain no wait for employment plans for applicants with the most significant disabilities and no wait period for individuals with significant disabilities 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 have no wait. DVR will keep the currently approved OOS plan in place for the foreseeable future.

*(4) The time within which these goals may be achieved for individuals in each priority category within the order.*

Category 1: no wait in the foreseeable future
Category 2: no wait currently and expected to be at least less than 6 months if activated
Category 3: waitlist anticipated for the foreseeable future with no activation expected.

*(5) How individuals with the most significant disabilities are selected for services before all other individuals with disabilities; and*

**DVR Policy on Order of Selection**

At any time that DVR resources do not permit all eligible consumers to be served, an order of selection 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 13, DVR implemented a simpler, easier Order of Selection that was approved by the Wisconsin Rehabilitation Council.

**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 vocational rehabilitation 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 vocational rehabilitation 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 will 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.

The DVR Senior Leadership Team (SLT) manages the Order of Selection 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 Bureau of Consumer Services sends a list of eligible consumers to be contacted to start IPE development activities.
- 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 we exhaust the names of OOS Category 2 consumers.
- 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.

*(6) If the designated State unit has elected to serve eligible individuals, regardless of any established order of selection, who require specific services or equipment to maintain employment.*

**(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 supported employment services.*

Plans for distributing funds received under Title VI Funds include the following:

- The entire award of Title VI-B dollars is distributed statewide to all DVR Workforce Development areas (WDA) for the provision of supported employment services.



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- DVR will continue supplemental funding of supported employment services 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 supported employment services 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 supported employment services. 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

- Individualized Placement and Support (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.

*(2) Describe the activities to be conducted, with funds reserved pursuant to section 603(d), for youth with the most significant disabilities, including :*

*i. 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 On-the-Job (Y-OJT) agreement to assist an employer in associated costs of training a youth in a job.

- Changes to Supported Employment services 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

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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. WI 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.

*ii. 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 the Department of Health Services to increase statewide supported employment resources. Efforts will focus on increasing access to Supported Employment Services (SES) as well as Long Term Employment Supports (LTES), and financial coordination of these services among funding sources such as Wisconsin's county-based Family Care services (via Medicaid waiver approved funds). Interagency activities will aim to increase the number or 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 Board for People with Developmental Disabilities 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 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 4 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



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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 Ticket to Work (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 innovation and expansion 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 General Education Provisions Act (GEPA)):*

Required strategies and how the agency will use these strategies to achieve its goals and priorities, support innovation and expansion activities, and overcome any barriers to accessing the VR and Supported Employment programs.

This is a description of the strategies intended to improve the number of employment outcomes, the percent of individuals achieving an employment outcome; the number of individuals achieving an employment outcome at or above minimum wage; the service rate to individuals with the most significant disabilities; the service rate for minority individuals; and the employment outcome rate for minority individuals.

Based on the themes of the DVR and WRC needs assessment activities and the DVR annual goals and priorities, these strategies are intended to improve the performance of the DVR with respect to the VR program evaluation standards and performance indicators established in section 106 of the Act.

The DVR is primarily responsible for assuring that services within the Scope of Vocational Rehabilitation 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 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. To do so, DVR has reviewed its current FFY 15 cases aids expenditures and will be proposing changes to its fee structure for existing businesses and transportation guidance.

Annually, the DVR utilizes a portion of funds for the development and implementation of innovative approaches to expand and improve the provision of vocational rehabilitation 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 withthe 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 innovation and expansion services.

*(1) The methods to be used to expand and improve services to individuals with disabilities.*

The Division of Vocational Rehabilitation 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 agreements upon successful effective completion.

*(2) How a broad range of assistive technology 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 assistive technology 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 assistive technology language, to reiterate the WDVR's policy that assistive technology 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 assistive technology is assessed and provided throughout the VR process. At intake consumers routinely, provide information on accommodation needs. At eligibility and order of selection determination, the Functional Assessment Rating includes the impact of existing assistive technology and the need for assistive technology 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 assistive technology, particularly when the consumer obtains employment, are addressed with IPE amendments. Ensuring that assistive technology is available to VR consumers is a top priority and a vital link to successful employment outcomes.

DVR has engaged Independent Living Centers (ILCs) with innovation and expansion projects to expand assistive technology 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 assistive technology 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 independent living centers to determine whether the availability of neutral assistive technology 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 unserved or underserved by the VR program.*

The 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 WIDVR. The DVR will work with RSA to make a determination about the 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, the DVR will use the following strategies:

Increased emphasis in the identification, referral and provision of effective vocational rehabilitation 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.

The DVR will maintain a focus on multicultural service and training and linguistic access to DVR information and services. The 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. The 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.) The 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.

DVR will continue to provide revenue identified in the State budget to the Great Lakes Intertribal Council (GLITC) under a memorandum of understanding 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. IPE's may be jointly developed with the input of the consumer, Native American workers and DVR staff. The DVR employs staffs who are Native American tribal members including one manager in the Northern Wisconsin counties a consumer case coordinator in Milwaukee County and a VR Program Specialist in the Central Office.

The DVR has undertaken initiatives to serve the state's rapidly increasing Latino/Hispanic populations. In Milwaukee, the DVR is co-located in a job center operated by United Migrant Opportunity Services (UMOS), a Latino human service organization. The DVR and UMOS staffs collaborate in areas of service provision to welfare-to-work 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 the DVR does not have access to a staff member who is fluent in the native language of the consumer, the 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.

The 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. The DVR uses the Spanish version of the Client Assistance Program DVR process chart to assist consumers in understanding the DVR processes and where their responsibilities lie.

The DVR acknowledges the requirements of the General Education Provision (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 the DVR to provide services to Limited English Speaking individuals who are often unserved or underserved due to language barriers.

The 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 community rehabilitation programs. This collaboration was a former innovation and expansion 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 (ages14-21) Pre-Employment Transition Services (PETS) using 15% of our federal allocation on an annual basis.

PETS services include:

- Job exploration counseling
- Work-based learning experiences, (which may include in-school or after school opportunities, experience 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

In FFY 2015 WI DVR is anticipated to spend $6 million to serve approximately 3000 high school age students 18-21. Under WIOA, WDVR will allocate $9.6 million in FFY 2015 on high school students to provide PETS services. To achieve the 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 Work Force Development Boards. 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 the local education agency will provide services to assist the student in developing and successfully achieving their Individual Plan for Employment (IPE) goal.

### 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. The Transition Action Guide (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.



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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, Department of Public Instruction (DPI), Department of Health Services (DHS), and Board for People with Developmental Disabilities (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. 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 SSI (Social Security Supplemental Security Income) 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 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 individualized education programs (IEPs) under section 614(d) of the Individuals with Disabilities Education Act;

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



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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 the DVR, and the Departments of Public Instruction (DPI) and Health Services (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 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. In 2015 the agreement will be amended to add the Department of Children and Families to show the collaboration with the foster care youth program and juvenile justice program.

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 the Workforce Innovation and Opportunity Act (WIOA) enacted on July 22, 2014 and the individuals with Disabilities Education Act of 2004 (IDEA).

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 the DVR public website.

http://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf

http://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 vocational rehabilitation 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 Statewide Transition Action and Resource Team (START). START has DVR representative from each of the eleven Workforce Development Area's (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 vocational rehabilitation services in FFY16-19, 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 youth.

- The DVR Statewide Transition Action and Resource Team (START), supported by the interagency agreement, have the role to improve consistency and engagement in the transition process. The DVR START team and 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 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 the Department of Children and Families, Department of Public Instruction (DPI), and the Department of Health Services (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 vocational rehabilitation 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 community rehabilitation programs within the State.*

The DVR actively works with community rehabilitation programs to identify new services, new patterns of services, and efficient methods of payment. Based on feedback from the Wisconsin Rehabilitation Council, VR counselors, service providers and consumers, the 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".

The DVR continues to utilize technical specifications and fee schedules in the provision of services provided by Community Rehabilitation Programs including: job development, supported employment, job coaching, benefits analysis, and vocational evaluation. In addition, the DVR conducts regular meetings with vendors of these services for feedback, clarification and ongoing compliance and improvement of services.

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.

The DVR senior management meets with management representatives of the CRP community at least twice a year to provide updates and to discuss ways to improve the DVR/CRP service delivery relationship.

The Department of Health Services has invested in a rebalancing initiative to assist community rehabilitation programs 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 community rehabilitation programs.

*(6) Strategies to improve the performance of the State with respect to the performance accountability measures under section 116 of WIOA.*

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- 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 with indicator 1.6 and determine additional training needed.

*(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 Workforce Innovation and Opportunity Act partners, the 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. The 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.

The DVR has been an active partner in the launch of a Department of Workforce Development website for job seekers called the Job Center of Wisconsin. The 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 its many job search resources. Additionally DVR has a link from the Job Center of Wisconsin website to the DVR website for job seekers with disabilities who may also be interested in DVR services.

The DVR actively participates with the DWD Division of Employment and Training (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.

The Department of Workforce Development (DWD) enters into a uniform Memorandum of Understanding (MOU) with the entities that are partners in the One-Stop Service Delivery System under Title 1 of the Workforce Development Act. The DWD uniform template agreement is used throughout Wisconsin in cooperation with 11 local Workforce Investment Development Boards. The DVR also enters into an MOU and One Stop Job Center Operating Agreement with each of the 11 Local Workforce Investment Boards in Wisconsin. The DVR's MOU addresses operation of the One-Stop service delivery system including a description of services and methods for referrals. The DVR works collaboratively with One-Stop partners on common intake, interagency referrals, business development, and to facilitate job placement with employers.

Through the DWD statewide and local MOUs with the One-Stop Partners and Job Center network and the DVR Workforce Investment Board MOUs, the requirements of 34 CFR Part 361.23(b) are satisfied. DVR also has an agreement with the Department of Labor (DOL) funded Veterans services program to coordinate services for common customers and to deliver quality services for disabled veterans.

DVR has a data sharing agreement with the DOL-Work Opportunities Tax Credit (WOTC) program administered by the 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 Workforce Development Area staff and Department of Corrections' staff to design local "pipeline" programs to assist correctional institution residents to make the transition to the world of work. These activities, partially funded by the Annie E. Casey Foundation, are intended to smooth the return to the community and reduce recidivism. 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.

Twice monthly, the local DVR managers join with the local Job Service directors to give an assessment of the local economy and how the local job centers are meeting the demand. These conference call meetings instruct DET about new hiring events, plant closures, training program wait times, success stories, case closures, progress on employment plan development and the general atmosphere of the job center. Summaries of the report outs are sent to the Governor's Office to keep them informed of the workforce systems progress in meeting the needs of all of Wisconsin's citizens.

Finally, DVR Workforce Development Area Directors are appointed members of the Workforce Development Boards and are directly involved in Workforce Development Board 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*
*c. overcome identified barriers relating to equitable access to and participation of individuals with disabilities in the State VR Services Program and the State Supported Employment Services Program.*

The DVR has a Memorandum of Understanding (MOU) in effect between DVR and the W-2 program in the Milwaukee Workforce Development Area. 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 the 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 Great Lakes Inter-Tribal Council (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. The DVR also hired a project consumer case coordinator to conduct out reach activities in the Milwaukee area to identify Native Americans with disabilities that may benefit from VR services. In

addition, the DVR has VRC staffs 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. Our 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 the Department of Health Services to pilot a new comprehensive approach for the provision of supported employment to individuals with chronic and persistent mental illness called individual placement and support (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.*

Strategies that the 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). Applicants with significant disabilities (Category 2) currently have no wait for services. Applicants with other disabilities (Category 3) are not currently served.

2) The 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.



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3) The 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) The 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. The 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 developing data sharing agreements with the Department of Health Services to be identifying common customers and improve joint planning.

5) DVR will use Title I-B funds to continue to provide On-the-Job Training (OJT) affirmative hiring opportunities to private sector employers who hire and provide temporary as well as permanent work opportunities to DVR consumers. The 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 on-the-job training 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) The DVR is committed to developing and implementing an eligible high school student's Individual Plan for Employment (IPE) as early as possible during the transition from high school planning process. The DVR will develop a student's IPE prior to graduation. In accordance with the Memorandum of Understanding between the DVR and the Wisconsin Department of Public Instruction, the 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 the 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 the Wisconsin Rehabilitation Council (WRC). The 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. The WRC Evaluation Committee analyzes the performance of the DVR in serving specific groups and types of disability by requesting direct input from those consumers and reviewing VR service data, patterns and outcomes. The DVR complies with requests from the WRC for specific and intensive evaluation reports on services and outcomes for specific disability groups that the Council wishes to review as potentially unserved or underserved. The WRC further reviews consumer satisfaction with VR service delivery by interacting with consumers and studying the results of the DVR's Consumer Satisfaction Survey. In addition to the 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 the DVR.

The WRC/DVR partnership is intended to improve the performance of the DVR with respect to the evaluation standards and performance indicators established in the Act. The WRC issues an annual report reviewing the activities and performance of the DVR as well as offering WRC advice on goals and priorities in the State Plan. The 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.*

The DVR continues to implement a plan to stabilize the OOS wait list time with the FFY13 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 6 months for persons determined to have significant disabilities (Category 2). This will also help the DVR achieve goals 1.1, 1.2, 1.3, 1.4 and 2.1.

Target 1: No more than 6 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 the DVR to interface supported employment services with the Medicaid Waiver Family Care long term employment support services as these services are expanded throughout Wisconsin.

The DVR will continue to develop and implement activities leading to increased supported employment activities. The DVR implemented activities leading to increased supported employment opportunities as described in attachments 4.11(c) (4) and 6.3.

1) The 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 the Department of Health and Family Services as they implemented the statewide managed care system. DVR interfaced supported employment services with Family Care long-term support services in a successful effort to expand supported employment services. 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.



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3) Develop and implement a plan to increase available supported employment resources. The 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 data sharing agreements with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will need to establish an additional data sharing agreement allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. 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.

B. The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.

DVR has in place data sharing agreements with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will need to establish an additional data sharing agreement allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. 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.

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 data sharing agreements with Wisconsin's UI wage section, allowing the capturing of data for quarterly earnings and employment. DVR will need to establish an additional data sharing agreement allowing it to capture out of state data to ensure the full measuring of earnings for DVR participants. 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.

D. The percentage of program participants who obtain a recognized postsecondary credential or a secondary school diploma or its recognized equivalent one year after exit from the program

DVR has already begun to change 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.

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 already begun to change 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.

F. The indicators for effectives in serving employers.

DVR initiated a business service model in 2013 and has strong ties to employers.

20 positions were created in 2013 to function as employment specialists (same classification as Wagner-Peyser 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 (BSC) are proportionally distributed throughout the state with at least one BSC assigned to each Workforce Development Area.

DWD's mission: Advancing Wisconsin's economy and business climate by empowering and supporting the workforce. DVR believes this initiative, transitioning the 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.

Business Services Consultants 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 7000 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 eleven workforce development areas. Along with other workforce partners, the BSCs conduct outreach to businesses 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 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. The data base is called Salesforce and allows DVR and other partners to track metrics, job leads, and services and outreach activities. Additional partners, such as the Wisconsin Technical College System and the Wisconsin Economic Development Corporation have also participated in the common business platform making it a robust and comprehensive catalog of business talent needs.

*(4) How the funds reserved for innovation and expansion (I&E) activities were utilized.*

The following table and narrative highlights the innovation and expansion activity supported by DVR funds in FFY15. Innovation and expansion 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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| Contract / Agreement | Start/End | DVR funds | Fiscal Arrangement and Type |
|---|---|---|---|
| 8 local I and 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: Assistive Technology 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 provider 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 | 6/1/20132013 –9/30/ 2015 | $350,500 annually | Mentor program to establish resources and services to assist in employment. |

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### Innovation and Expansion—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 Business Services Consultants:

- Were involved in 677 direct hires of DVR job seekers
- Arranged 298 On-The-Job Training (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 On-the-Job Training initiatives:

Since February 2009, more than 2,400 OJT private-sector hires were supported by a 50 percent payroll cost subsidy for employers providing up to 90 days of on-the-job training 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 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.

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, the Wisconsin Rehabilitation Council (WRC) and the DVR annually jointly prepare and submit to the RSA Commissioner a report on the activities and progress of the DVR in meeting its goals and priorities. This report is known as the annual Wisconsin Rehabilitation Council report.

The report is available on line and, upon request, from either the WRC or the DVR in print and alternative formats. The DVR uses funds to support the operation and activities of the Wisconsin Rehabilitation Council, 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 Supported Employment Services.** *Include the following:*

*(1) The quality, scope, and extent of supported employment services 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.*



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In Wisconsin, supported employment is funded by primarily three sources; DVR Title IB and VI funding and long-term funding directed by the Wisconsin Department of Health Services, Division of Long Term Care (DHS/DLTC) and Division of Mental Health and Substance Abuse Services. Funds are managed locally by regional managed care organizations or a self-directed support system known as IRIS (Include, Respect, I Self-Direct) (56 counties) and by county human service agencies transitioning to Managed Care (16 counties). Mental Health long term supports are managed locally by each county. To a much lesser extent, Social Security PASS plans, the Ticket to Work (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 TTWO 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.

   http://dwd.wisconsin.gov/dvr/pdf_files/dpi_interagency_agreement.pdf

2. DVR staff is also involved with the planning and provision of supported employment training in collaboration with the Wisconsin Board for People with Developmental Disabilities (BPDD), the Association for Professionals in supported Employment (APSE) as well as the joint Wisconsin Rehabilitation Association (WRA) and Rehabilitation for Wisconsin (RFW) annual Rehabilitation and Transition Conference.

3. The DVR's technical specifications for Supported Employment include strong outcome measures and statewide fee for service payment rates for supported employment services. The supported employment fee schedule is posted on the DVR public website: http://dwd.wisconsin.gov/dvr/service_providers/statewide_service_fee_structure.pdf. The fee structure is reviewed on a regular basis and will be reviewed again in FY11 in relation to the Division's newly issued guidance related to defining the standards for competitive employment in an integrated setting.

4. DVR guidance pieces are provided to DVR staff as well as external stakeholder partners to assist in the provision of supported employment services. Guidance documents are designed to explain supported employment service and outcome policy as it relates to the Rehabilitation Act and its implementing regulations, and to provide best practice suggestions and answer common questions.

5. In several counties in partnership with the Wisconsin Department of Health Services, Division of Mental Health and Substance Abuse Services, Individual Placement and Support (IPS) are provided. The collaborative project is in its 4th year 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 Department of Health Service (DHS) expansion of the Family Care system in Wisconsin. The expansion of Family Care eliminates wait lists over a 3-4 year period. The plan by DHS is to have Family Care implemented statewide. DVR staff also identifies and use other extended support service and funding resources such as employer and natural supports, Plans to Achieve Self-Support (PASS), Impairment Related Work Expenditures (IRWE), and family support.

The Individual Plan for Employment (IPE) for DVR consumers, who select competitive employment in an integrated setting but may require long term employment support, usually begins with an assessment to help determine the employment goal related to the consumer's interests and strengths. The assessment process may include trial work 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. Supported employment services funded by Title VI 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 supported employment services 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. The DVR may, under special circumstances, extend supported employment services 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 when extended supports are needed. The paper was shared with DVR staff and Community Rehabilitation Program partners. DVR has used and will continue to use the recommendations made by the Managed Care and Employment Task Force, the DHS Prevocational Services guidelines 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 FFY13 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. In the next five years it is anticipated that extended employment supports for students in transition and adult consumers will be delivered on a statewide basis through the Family Care service delivery system. A successful deployment of Family Care services throughout Wisconsin will mean 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 SE services due to DHS changes and issued guidance relating to payments for job coaching and other related support services such as transportation or personal attendant services.

The DVR will continue to support collaborative efforts aimed at expanding integrated, competitive community employment opportunities for those in need of supported employment services. The Department of Health Services (Medicaid Agency), the Community Rehabilitation Program 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.

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# VOCATIONAL REHABILITATION CERTIFICATIONS AND ASSURANCES

## CERTIFICATIONS

### States must provide written and signed certifications that:

1. The (enter the name of designated State agency or designated State unit, as appropriate,) is authorized to submit the VR services portion of the Unified or Combined State Plan under title I of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by WIOA,[10] and its supplement under title VI of the Rehabilitation Act[11];

2. As a condition for the receipt of Federal funds under title I of the Rehabilitation Act for the provision of VR services, the (enter the name of designated State agency)[12] agrees to operate and administer the State VR Services Program in accordance with the VR services portion of the Unified or Combined State Plan[13], the Rehabilitation Act, and all applicable regulations[14], 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 supported employment services, the designated State agency agrees to operate and administer the State Supported Employment Services Program in accordance with the supplement to the VR services portion of the Unified or Combined State Plan[15], the Rehabilitation Act, and all applicable regulations[16], policies, and procedures established by the Secretary of Education. Funds made available under title VI are used solely for the provision of supported employment services and the administration of the supplement to the VR services portion of the Unified or Combined State Plan;

4. The designated State agency and/or the designated State unit 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;

[10] Public Law 113-128.
[11] Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by WIOA, signed into law on July 22, 2014.
[12] All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.
[13] 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 .
[14] 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.
[15] 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.
[16] Applicable regulations, in part, include the citations in footnote 6.

5. The State legally may carry out each provision of the VR services portion of the Unified or Combined State Plan and its supplement.

6. All provisions of the VR services portion of the Unified or Combined State Plan and its supplement are consistent with State law.

7. 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;

8. 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 Supported Employment services;

9. 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 designated State unit, 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 Rehabilitation Services Administration (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 designated State unit 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 Supported Employment Services 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.

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3. **Administration of the VR services portion of the Unified or Combined State Plan:** The designated State agency or designated State unit, as appropriate, assures it will comply with the requirements related to:
   (a) the establishment of the designated State agency and designated State unit, 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 designated State unit, as applicable (Option A or B must be selected):
      (A) is an independent State commission.
      (B) 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.
   (d) 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, (Yes/No)
   (e) 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, (Yes/No)
   (f) statewideness and waivers of statewideness requirements, as set forth in section 101(a)(4) of the Rehabilitation Act. Is the designated State agency is 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? (Yes/No) See Section 2 of this VR services portion of the Unified or Combined State Plan.
   (g) the descriptions for cooperation, collaboration, and coordination, as required by sections 101(a)(11), (24)(B), and 606(b) of the Rehabilitation Act.
   (h) all required methods of administration, as required by section 101(a)(6) of the Rehabilitation Act .
   (i) the requirements for the comprehensive system of personnel development, as set forth in section 101(a)(7) of the Rehabilitation Act.
   (j) 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.
   (k) 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.
   (l) 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 designated State unit, as appropriate, assures that it will:

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(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)
(d) comply with all required available comparable services and benefits, determined to be available to the individual in accordance with section 101(a)(8) of the Rehabilitation Act and.
(e) comply with the requirements for the development of an individualized plan for employment 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 vocational rehabilitation 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 community rehabilitation program 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 community rehabilitation programs

5. **Program Administration for the Supported Employment Title VI Supplement*:***
(a) The designated State unit 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 supported employment services under title I and individuals receiving supported employment services under title VI of the Rehabilitation Act

6. **Financial Administration*:***
(a) The designated State agency assures that it will expend no more than 2.5 percent 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 percent of the costs of carrying out supported employment services 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 supported employment services to individuals with the most significant disabilities, 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 supported employment services specified in the individualized plan for employment, in accordance with section 606(b)(7)(A) and (D), of the Rehabilitation Act.

7. **Provision of Supported Employment Services:**
   (a) The designated State agency assures that it will provide supported employment services 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 individualized plan for employment 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.*

| | Projected Baseline | PY 2016 / FY 2017 | | | PY 2017 / FY 2018 | | |
|---|---|---|---|---|---|---|---|
| | | Proposed | Negotiated | Proposed Final Change in Performance | Proposed | Negotiated | Proposed Final Change in Performance |
| **Employment (Second Quarter after Exit)** | | | | | | | |
| **Adults** | | 70% | | | 71% | | |
| **Dislocated Workers** | | 80% | | | 81% | | |
| **Youth** | | 60% | | | 61% | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | 31.1% | | | 34.10% | | |
| **Rehabilitative Services** | | 50% | | | 51% | | |
| **Employment (Fourth Quarter after Exit)** | | | | | | | |
| **Adults** | | 65% | | | 66% | | |
| **Dislocated Workers** | | 75% | | | 76% | | |
| **Youth** | | 55% | | | 56% | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | 30.25% | | | 32.25% | | |
| **Rehabilitative Services** | | 48% | | | 49% | | |
| **Median Earnings (Second Quarter after Exit** | | | | | | | |
| **Adults** | | $5,000 | | | $5,100 | | |
| **Dislocated Workers** | | $7,000 | | | $7,100 | | |
| **Youth** | | $2,000 | | | $2,050 | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | $1600 | | | $1,650 | | |
| **Rehabilitative Services** | | $2,500 | | | $2,600 | | |

| | Projected Baseline | PY 2016 / FY 2017 | | | PY 2017 / FY 2018 | | |
|---|---|---|---|---|---|---|---|
| | | Proposed | Negotiated | Proposed Final Change in Performance | Proposed | Negotiated | Proposed Final Change in Performance |
| **Credentials Attainment Rate** | | | | | | | |
| **Adults** | | 40% | | | 41% | | |
| **Dislocated Workers** | | 40% | | | 41% | | |
| **Youth** | | 40% | | | 41% | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | 54% | | | 57% | | |
| **Rehabilitative Services** | | 30% | | | 31% | | |
| **Measureable Skill Gains** | | | | | | | |
| **Adults** | | 40% | | | 41% | | |
| **Dislocated Workers** | | 40% | | | 41% | | |
| **Youth** | | 40% | | | 41% | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | 41% | | | 46% | | |
| **Rehabilitative Services** | | 30% | | | 31% | | |
| **Effectiveness in Serving Employers** | | | | | | | |
| **Adults** | | 0% | | | 0% | | |
| **Dislocated Workers** | | 0% | | | 0% | | |
| **Youth** | | 0% | | | 0% | | |
| **Wagner-Peyser / Labor Exchange** | | | | | | | |
| **Adult Education** | | N/A | | | N/A | | |
| **Rehabilitative Services** | | N/A | | | N/A | | |
| **Combined Federal Partner Measures** | | | | | | | |
| **1** | | | | | | | |
| **2** | | | | | | | |
| **3** | | | | | | | |
| **etc.** | | | | | | | |

| | Projected Baseline | PY 2016 / FY 2017 | | | PY 2017 / FY 2018 | | |
|---|---|---|---|---|---|---|---|
| | | Proposed | Negotiated | Proposed Final Change in Performance | Proposed | Negotiated | Proposed Final Change in Performance |
| **State / Governor Education and Workforce Measures** | | | | | | | |
| 1 | | | | | | | |
| 2 | | | | | | | |
| 3 | | | | | | | |
| etc. | | | | | | | |

## 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, Dislocated Worker Program, Youth Program, Wagner-Peyser Act Program, Adult Education and Family Literacy Act Program, and the Vocational Rehabilitation Program—and also submit relevant information for any of the eleven 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.[17] 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.

[17] 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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### Trade Adjustment Act (TAA)

The Trade Adjustment Assistance (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 employment and case management services, training, job search allowances, relocation allowances, reemployment and alternative TAA 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 the Workforce Innovation and Opportunity Act (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 Memoranda of Understanding (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))*

*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 Wagner-Peyser in one-stop centers and the addition of Temporary Assistance for Needy Families (TANF), have improved access to these services for trade-affected workers.*

The Trade Adjustment Assistance program (TAA) is administered by the Bureau of Employment and Training and participant services are delivered by Job Service Bureau staff at the local Job Center level. TAA coordinates with Job Center partners to deliver a coordinated service delivery approach to serve Trade-affected dislocated workers. Operating with required partners in the job centers, TAA can develop and offer participants one coordinated individual employment plan (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 dislocated workers, 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 Job Center staff in that WDA are contacted, including Job Service and WIOA, to initiate a coordinated Rapid Response, if one has not already been completed. Often the WIOA Dislocated Worker program has already completed the rapid response process, and WIOA Dislocated Worker services are initiated. And affected workers have begun their skills assessments and identified employment goals and plans. Eligibility for additional TAA benefits and services is then factored into re-employment plans, including required actions to ensure the availability of long-term income support provided through the Unemployment Insurance Division via Trade Readjustment Allowances (TRA).

Other critical IEP development and case management services are readily available to TAA participants at the Job Centers, such as resource room assistance for finding labor market information, literacy testing, and other assessments of skills gaps, financial aid sources, pre-vocational workshops, and special training options. Training needs are identified and TAA coordinates with WIOA Dislocated Worker program to make sure training preparation activities and options are TAA-approvable and meets all program requirements. In this way TAA funds can pay for training and free up partner resources. Job Service TAA will usually take the lead in case management during occupational training, with partner staff providing a supporting role. Once participant training is completed and the credential earned, WIOA staff have a lead role in job placement activities, with TAA taking a supporting role and paying for eligible out-of-area job search and relocation expenses.

Through this process of providing coordinated participant services at the job center, with TAA providing training and income support and WIOA partners providing pre-and post-training services that wrap around TAA training, the TA program operations in the job centers ensures integration with core and partner agencies.

At the service delivery level, in the State of Wisconsin the TAA program integrates our employment and training program activities in coordination with other workforce entities such as WIOA Dislocated Worker Program, Veterans Program, Technical Colleges; within the established One-Stop Job Center (workforce development) delivery system. TAA staff maintains communication to all partners in the Job Center by attending staff meetings & Rapid Response sessions, and have an active role with key functions within the Job Center. By attending Job Center staff meetings, partners are provided updates on TAA legislation, new petition filings and certifications, and upcoming Trade Intake events happening in their 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 Intake in order to increase the likelihood of co-enrollment or dual-enrollment, and dates and times are coordinated as meeting arrangements are being made. WIOA will maintain a working knowledge of TAA benefits and services in order to provide these services to co-enrolled participants through WIOA case management.

At the time of the initial intake session all Job Center resources will be made available to all applicants. TAA attendees at the Intake are encouraged to enroll with WIOA core programs prior to their TAA eligibility determination by TRA Unit in the Unemployment Insurance Division. This will ensure applicants are on the 'right track' in order to participate in TAA benefits and services. Examples include: invitees will be provided information on monthly workshops, use of resource center computers, and websites that will enhance their employability. Workshops may be facilitated by Wagner-Peyser,

Veterans or WIOA staff; but TAA participants experience a seamless system of resources at their fingertips. Partners work in concert to help them identify skills and competencies, overcome barriers, and skills required to find new employment. By being involved in the one-stop workforce development delivery system, Wisconsin TAA participants learn of additional resources that are available; like TANF/Temporary Assistance for Needy Families or DVR/Department Vocational Rehabilitation services, as well as community support service agencies like United Way.

*(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 service are required to be tracked in this common tracking system, where all partner case management staff have access to information on programs, services, dates and associated case notes. All partner staff can see when the participant is being served by partner programs, and that that into consideration for coordination of re-employment planning and service delivery.

The TAA Program utilizes Wisconsin's electronic participant activity and case management system in order to integrate data, coordinate service provision, and documentation of case management services and credential attainment. Our automated system is called ASSET (Automated System Support for Employment and Training). This system collects, integrates and documents data from multiple workforce development partners including; WIOA, Wagner-Peyser, Veterans, and TAA.

Financial and programmatic support for maintenance and utilization of these systems is critical in promoting an integrated service delivery system that is tailored to the needs of Wisconsin's economy and supportive of the state's strategic vision for WIOA.

TAA funds are a vital part of the mix of shared and allocated costs for Wisconsin's administrative oversight systems, including ASSET, data warehouses for Business Intelligence reporting and evaluation purposes, and financial reporting through PeopleSoft/STAR.

TAA Administrative funding supports a portion of state Rapid Response staff costs as well as administrative support staff for maintenance and upkeep of ASSET. TAA and its funding is a driver of system modification and upgrades meant to accommodate program integration, including common terminology and definition of services and categories. TAA support is critical to shaping a coordinated data reporting system, so that Rapid Response services to TAA participants are accurately reported by the Dislocated Worker program, and Credentials are reported which shows support for the state's job driven strategies.

*(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*



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*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 applies to our TAA staff. We currently have 36 permanent, State of Wisconsin employees that deliver TAA services.

### Trade Adjustment Assistance (TAA) Program Assurances

The Trade Adjustment Assistance (TAA) program is a Required Partner in the one-stop system, established under section 121 of the Workforce Innovation and Opportunity Act (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 Trade Adjustment Assistance (TAA) Annual Cooperative Financial Agreement (CFA) and the Unemployment Insurance (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 Unemployment Insurance (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 unemployment insurance laws for the State.

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

1. On an annual basis, the CSA will execute TAA Cooperative Financial Agreements and UI Funding Agreements for each fiscal year during the four-year State planning cycle.



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### Jobs for Veterans State Grants

The Jobs for Veterans' State Grants (JVSG) are mandatory, formula-based staffing grants to (including DC, PR, VI and Guam). 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 (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 Disabled Veterans' Outreach Program (DVOP) specialists and Local Veterans' Employment Representatives (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 State of Wisconsin Office of Veterans Services (OVS) 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. OVS 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 Office of Veterans Services (OVS) 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 significant barrier to employment 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



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- 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 Vocational Rehabilitation Chapter 31 program.

**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 Individual Employment Plan (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 Job Center of Wisconsin, 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, conduct job searches and workshops
- Coordinating with unions, apprenticeship programs, businesses or business organizations to promote and secure employment and training programs for veterans
- Promote credentialing and licensing opportunities for veterans

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- Inform Federal contractors of the process to recruit qualified veterans
- Submit quarterly reports on program activities to Regional Supervisors, the Director of OVS, 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;*

OVS 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 partner with WIOA, Wagner Peyser, State Vocational Rehabilitation 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 the Wisconsin Department of Veterans Affairs, and the Wisconsin Employment Resource Connection (WERC). 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 Office of Veterans Services 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 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 Workforce Investment Boards 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 not selected as AL or DAV award recipients 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 State*

*Workforce Agency 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 met the programs eligibility criteria.

**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 Vocational Rehabilitation Chapter 31 program, and
- Native American Veterans with significant barriers to employment.

*(f) How the State implements and monitors the administration of priority of service to covered persons;*

The Office of Veterans Services (OVS) staff have provided written information to each of the partner programs on the requirements of priority service to veterans and covered persons. OVS 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 workforce development board 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 Memorandum of Understanding (MOU) signed by all local partners.

Program compliance is monitored by state staff, which included Local Program Liaisons (LPLs) as well as Office of Veterans Service 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;*



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*(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.
- Comprehensive assessment to identify barriers, education and skill levels.
- Develop an Individual Employment Plan (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 Job Center of Wisconsin, 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 is measured. 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.

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*(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 NVTI Training Solutions, a DOLVETS 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/OVS supervisor. Specific Webinar necessary training will be provided to LVER and DVOP staff by DWD. All DWD/OVS will receive additional training requested by staff or DWD management through Cornerstone.

*(i) Such additional information as the Secretary may require.*

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## Appendix 2: Wisconsin WIOA Allocation Process

The Operational Guide, Protocols & Checklist

to Develop the Annual Allocations for

Workforce Development Areas

Version 1-H

Prepared by: Gary Denis, November 2009

rev. March 2010, May 2015 and Oct. 2015

Revisions by: Scott McDonald, DWD-Division of Employment and Training

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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. This guide will be revised to reflect those process improvements.

The guide and the allocation process meet the Department of Labor 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.

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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



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military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL). 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)

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Factors Used in the Calculating WIOA Allocations:

Once the allotment is received, Division of Employment and Training staff prepares within state allocations.

Youth Formula:

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.

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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.

Dislocated Worker (DW) 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:

25% based on a WDA's Unemployment Concentration value as a percentage of the entire state's Unemployment Concentration value.

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.

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.

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.

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.

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.

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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.

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.

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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.

DET Contracting enters the allocation amounts into grant documents for the WDBs and ensures that the information is in CORe.

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Review Teams:

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<br><br>Director, Bureau of Workforce Training<br><br>Local Services Section Chief | Policy Initiatives Advisor or Labor Market Information Section Chief<br><br>DWD Chief Financial Officer<br><br>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 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.

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| | Purpose of the Tab | | | Program the Tab Applies to: | | |
|---|---|---|---|---|---|---|
| Tab Name: | Calculator | Info/Print | Input | Adult | Youth | DW |
| 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 DW | X | | | | | X |
| 3-Part | X | | | X | X | |
| DW 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 | Tab was used historically and retained as placeholder until PY 2017 | | | | | |
| Decline Data | Tab was used historically and retained as placeholder until PY 2016 | | | | | |
| Updates | | X | X | X | X | X |

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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, provides a history of allotments received from DOL.

- The allocation developer has a number of procedures to execute on this sheet. They are:
- Copy the most current year allotment amounts from column D4-D13 to column C4-C13.
- Enter new PY allotments from the DOL TEGL into column D4-D13.
- Copy Column D4-D13 to the first free column to the right of the "History Section."
- 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.

**Print Allocations 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.
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.

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.

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:

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.

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.

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)

After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.

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.

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



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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.

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.

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:

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.

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.

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)

After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.

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 DW 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.

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



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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. 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. 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:

- 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.
- 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.
- 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)
- After copying to Section 2, enter a comment in the header of the column that tells which column was used from Section 1.
- 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 WIOA 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



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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.

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



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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 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.



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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.

**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.

<u>Section A</u>

- 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.



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- 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.
- 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.

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.



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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 Calcuations 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.

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).

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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 WIOA SU 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 WIOA/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

Attachment A: WIOA Sec 128 Youth Within State Allocations
Attachment B: WIOA Sec 133 Adult and Dislocated Worker Within State Allocations
Attachment C: Data Source matrix
Attachment D: Allocation Checklist

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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) $33\frac{1}{3}$ percent of the funds on the basis described in section 127(b)(1)(C)(ii)(I);

(II) $33\frac{1}{3}$ percent of the funds on the basis described in section 127(b)(1)(C)(ii)(II); and

(III) $33\frac{1}{3}$ 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 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



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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;

(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.—

(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.



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(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) $33\frac{1}{3}$ percent of the funds on the basis described in section 132(b)(1)(B)(ii)(I);

(II) $33\frac{1}{3}$ percent of the funds on the basis described in section 132(b)(1)(B)(ii)(II); and

(III) $33\frac{1}{3}$ 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

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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.—

(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) <u>ADULT EMPLOYMENT AND TRAINING DISCRETIONARY ALLOCATIONS</u>.—In lieu of



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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.—

(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 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—



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(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.

(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 for the WIOA Allocations

| Data Require to Calculate Allocations | Contact Name | Source |
|---|---|---|
| Relative share of the Excess Unemployment by WDA | Heather Thompson | 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.<br><br>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 unemployed in ASUs by WDA | | |
| WDA concentrations of unemployed | | |
| Relative share of the Economically Disadvantaged Adults by WDA | Dennis Winters | 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 |
| Relative share of the Economically Disadvantaged Youth by WDA | | |
| 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 http://www.nass.usda.gov/Data_and_Statistics/index.asp. 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 | Janet Sausen | 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 long term unemployed in state | | |
| WDA share of laid off individuals as reported through WARN | Gesina Mentink | The Dislocated Worker Unit provides this data annually. The report is known as Table 2c |
| WDA share of employment in declining industries | Deb Holt | 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. |

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Attachment D: Annual Allocations Development Checklist

| | Task Required | Responsible Person | Date Due | Complete Initial/Date |
|---|---|---|---|---|
| 1 | BWT Allocation Staff meet to prepare for the project. | BWT Director | Jan 4th | |
| 2 | Request data from data sources identified in "Attachment D" of the Allocations Guide. | LMI Section Chief | Jan 5th | |
| 3 | Data is received by the Allocations Developer. | LMI Section Chief | Jan. 25th | |
| 4 | Data is validated against specifications. | LMI Section Chief | Feb 1st | |
| 5 | Internal Review Team (IRT) informed by email of the date that the Allocation Share review process starts. | LMI Section Chief | Feb 5th | |
| 6 | Allocation Template reviewed to ensure that historic data is moved to storage and reference data is up to date. | LMI Section Chief | Feb 5th | |
| 7 | BWT Allocation staff meets to assess progress and resolve data issues. | BWT Director | Feb 5th | |
| 8 | Summary of Allocation project progress sent to AO. | BWT Director | Feb 8th | |
| 9 | 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 10th | |
| 10 | Internal Review Team completes review and provides feedback to the Allocations Developer. | IRT members | Feb 17th | |
| 11 | Complete adjustments to the spreadsheet and allocation shares based on the IRT review. | LMI Section Chief | Feb 18th | |
| 12 | Send PY10 Allocation Shares Spreadsheet & Allocations Guide to the Allocations Team for review. | BWT Director | Feb 22nd | |
| 13 | Meet with the Allocations Team to review/discuss the PY10 Allocation Shares development/process. | LMI Section Chief | Feb 26th | |
| 14 | Complete revisions to allocations shares that come from the Allocations Team review. | LMI Section Chief | Mar 8th | |
| 15 | Prepare the Admin Memo to transmit Allocation Shares to the workforce system for review and comment. | BWT Director | Mar 8th | |
| 16 | Send ADM with Allocation Shares to Workforce System. | Administrator's Office | Mar 10th | |
| 17 | Comments received from Workforce System. | LMI Section Chief | Mar 19th | |
| 18 | Reconvene the Allocation Team to review comments received by the 19th. | LMI Section Chief | Mar 23rd | |
| 19 | Finalize the Allocation Shares. | LMI Section Chief | Mar 26th | |
| 20 | Receive TEGL announcing state allotments. | BWT Director | | |

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| | Task Required | Responsible Person | Date Due | Complete Initial/Date |
|---|---|---|---|---|
| 21 | 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 | |
| 22 | Calculate the Allocations & prepare the ADM to transmit final allocation shares and allocation amounts. | LMI Section Chief | 15 days after TEGL | |
| 23 | Issue ADM to the Workforce Development Board Directors and other interested parties. | Administrator's Office | 20 days post TEGL | |

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