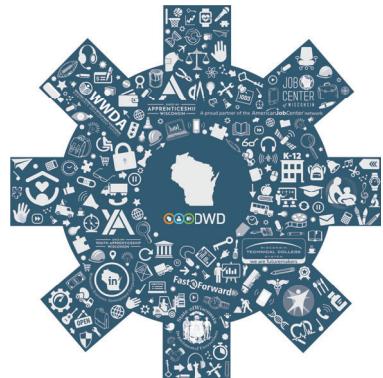




Workforce Innovation and Opportunity Act



WISCONSIN **WIOA** ANNUAL REPORT

Program Year 2019 | July 1, 2019 – June 30, 2020



Department of Workforce Development

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STATE OF WISCONSIN



Department of Workforce Development

Tony Evers, Governor

Robert Cherry, Deputy Secretary

November 23, 2020

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

Dear Administrator Zibert:

We are pleased to submit Wisconsin's Workforce Innovation and Opportunity Act (WIOA) Annual Report for Program Year 2019. Wisconsin has experienced many challenges brought about by the decline in economic activity due to the COVID-19 pandemic. As you will see from the following report, Wisconsin has met those challenges.

Under Governor Tony Evers' vision of "Connecting the Dots," the Wisconsin Department of Workforce Development and the Governor's Council on Workforce Investment continue to ensure our work is managed by strong agency partnerships, coordinated resources, efficient job seeker services, and meeting employer demand. Wisconsin has many best practices at the local level, proven by outcomes, and those best practices will continue to be identified, propagated, and scaled to the regional and state level.

We continue to build upon our accomplishments and move our workforce, and the entire state of Wisconsin, forward.

Sincerely,

DocuSigned by:

A handwritten signature of Robert Cherry.

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Robert Cherry
Deputy Secretary
Department of Workforce Development

DocuSigned by:

A handwritten signature of S. Mark Tyler.

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S. Mark Tyler
Chair
Governor's Council on Workforce Investment

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Introduction

The Wisconsin Department of Workforce Development (DWD) and the Governor's Council on Workforce Investment (CWI) present our annual Workforce Innovation and Opportunity Act (WIOA) report for Program Year 2019 (PY2019). In addition to its health impact, COVID-19 is leading to record economic disruption. Wisconsin has experienced a decline in economic activity as the pandemic has led to widespread job losses and a disruption in business formation. Despite these challenges, Wisconsin continues to make great strides in identifying and implementing innovative and dynamic workforce development strategies.

DWD is the state agency in Wisconsin responsible for administering WIOA Title I and III programs. DWD also oversees other workforce development programs including Vocational Rehabilitation, Unemployment Insurance, Registered Apprenticeship, and others. CWI is the WIOA-mandated state workforce development board that advises the Governor on the Wisconsin public workforce system. Under strategic direction from Governor Evers and CWI, the state has continued to enhance the services available to the current and future workforce.

This report fulfills the WIOA requirement to submit an annual statewide performance report narrative to the United States Department of Labor (USDOL) on performance progress for WIOA Title I programs (Adult, Dislocated Worker, and Youth) and WIOA Title III Wagner-Peyser Employment Service as described in TEGL 5-18. This report provides information on the state's Combined State Plan strategic vision and goals progress, performance data on the core common performance measures, status of state evaluation efforts and improvement activities, and workforce development system participant information for the period of July 1, 2019, through June 30, 2019.

The participant data provided in this annual report are generated by the Participant Individual Record Layout (PIRL), which have been uploaded to the Workforce Integrated Performance System (WIPS). The state submitted the required performance data to USDOL on September 29, 2020.

WIOA Combined State Plan

Wisconsin's Combined State Plan for PY2016-19 envisions a results-driven workforce development system providing the opportunity for Wisconsin's current and future workforce and businesses to sustain economic viability and self-sufficiency. The vision is supported by goals of increasing or improving access, accountability, and alignment:

- Access: A primary goal for Wisconsin is a system that is fully accessible to any Wisconsin resident. Access is defined both physically and programmatically. An objective of this goal is the concept of "no wrong door" within the one-stop system, meaning that an individual seeking assistance at a job center will be welcomed at any point of intake.

- Alignment: The state workforce development board will ensure that the customers of Wisconsin's workforce 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.
- 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.

The WIOA Leadership Team (WLT) and associated workgroups have made considerable progress on these goals. The WLT consists of senior leaders from DWD and the Wisconsin Technical College System.

Senior leaders from the Wisconsin Department of Children and Families, Wisconsin Department of Corrections, and the Wisconsin Department of Health Services joined the WLT in PY2019 in preparation for joining the PY2020-23 Combined State Plan as new program partners.

The WLT functionalizes collaborative activities and maintains several cross-agency workgroups that work on WIOA details. The workgroups completed the following:

- The Policy and Guiding Principles Team held a series of focus groups, created a glossary of universal terms, and established a universal career planning process.
- The Communications Team created a WIOA website for information, completed WIOA 101 training, and held a WIOA Roundtable.
- The Data Steward Team created a joint data dictionary and data governance structure including rules of order and established the Workforce Data Integration (WDI) Database.
- The IT Team completed work on a common identifier between programs and created population co-enrollment reports and dashboards.

Governor's Council on Workforce Investment

The Governor's Council on Workforce Investment (CWI) is the federally mandated state entity under WIOA that assists the Governor in developing innovative and dynamic approaches to further develop Wisconsin's workforce. The CWI, also referred to as the Council, is tasked with aligning Wisconsin's workforce and talent development initiatives and investments with its economic development strategies. In assisting the Governor and Legislature in carrying out their federally mandated responsibilities, the Council aids Wisconsin employers in finding the workers they need and provides resources to enable workers to access training for in-demand

careers with the goal of moving Wisconsin's economy forward. Due to an administrative change, the CWI was reconstituted in January 2019 under Executive Order #6.

Council, Working Group Structure and Responsibilities

The Governor appoints members of the Council in accordance with the requirements enumerated in 20CFR §679.110(b)(3) of WIOA, which includes representatives of business, local and state government, education, labor, and community-based organizations across the state. Members serve at the pleasure of the Governor, and assist the Department of Workforce Development in crafting a comprehensive workforce development strategy that:

- Anticipates employer labor needs while building and strengthening Wisconsin's workforce;
- Supports the development of a highly-skilled labor force; and
- Empowers individuals of all backgrounds to pursue and retain good paying careers.

The Council is currently comprised of an Executive Committee and three working groups which are building off the foundational work done in their 2018-2022 Strategic Plan. Their group work is centered around five strategic priority areas, which are to:

- I. Increase educational attainment and make it affordable for all Wisconsin residents;
- II. Increase net migration to Wisconsin;
- III. Increase awareness and expand worker training programs, internships, and apprenticeships;
- IV. Serve under-represented populations; and
- V. Improve access and understanding of workforce investment assets.

These three working groups combine to provide a formalized structure for workforce members and stakeholders to actively participate in the maintenance, support, and refinement of the system's activities. Additional working groups shall be formed on an as-needed basis under the guidance of the Chair, but the current standing working groups are as follows:

- *Employment Training Infrastructure Working Group*: this group focuses on Priorities I and III and covers issues such as apprenticeship, Wisconsin Fast Forward, internships, Career Pathways, industry specific training needs, and more.
- *Growing Workforce Opportunities Working Group*: this group focuses on Priorities II and V, and addresses issues such as improving economic infrastructure, attracting and retaining workers in Wisconsin, developing a skilled workforce, and more.
- *WIOA Compliance and Resource Alignment Working Group*: this group focuses on Priority IV and assists the Governor in carrying out his federally-mandated WIOA

responsibilities while ensuring ongoing alignment of resources across sectors and removal of barriers to success.

PY2019 Overview

In PY2019, the CWI continued their work based off their 2018-2022 Strategic Plan, which was submitted to the Governor in April 2018. The working groups and the Council spent the year hearing from strategic partners, stakeholders, and others about challenges facing Wisconsin's workforce and discussing, researching, and collaborating with partners on the workforce development needs and best practices of their respective areas. In the face of the ongoing COVID-19 pandemic, the group switched to a virtual meeting format and pivoted their work to reflect on and account for the change that the pandemic was having and would continue to have in reshaping the world of workforce.

This work, time, and input culminated in the working groups drafting their 2020 CWI Recommendations, which were approved by the full Council and subsequently submitted to the Governor for consideration in his biennial budget cycle in October 2020. There are four official recommendations the Council included for consideration, which are listed below:

1. **Academic/Career Pathways Program:** On behalf of the *Employment Training Infrastructure Working Group*, the CWI recommends to the Governor that he request an annual GPR allocation of \$3.14M for the Department of Public Instruction (DPI) to expand a proven youth talent development system statewide between employers, public agencies, and its K-12 staff, students, and families.
2. **Tools of the Trade:** On behalf of the *Employment Training Infrastructure Working Group*, the CWI recommends to the Governor that he support programs to assist students in paying for materials associated with the apprenticeship program.
3. **Flexible Job Training Support:** On behalf of the *Growing Workforce Opportunities Working Group*, the CWI recommends to the Governor that he support flexible job training options along with employment-related support to maximize efficient use of resources to meet customers' employment needs.
4. **Broadband Expansion:** On behalf of the *WIOA Compliance and Resource Alignment Working Group*, the CWI recommends to the Governor that he direct DWD to coordinate with the Wisconsin Broadband Office (WBO) to focus resources on improving broadband expansion access in rural and underserved areas of Wisconsin to promote workforce development and effective labor market participation.

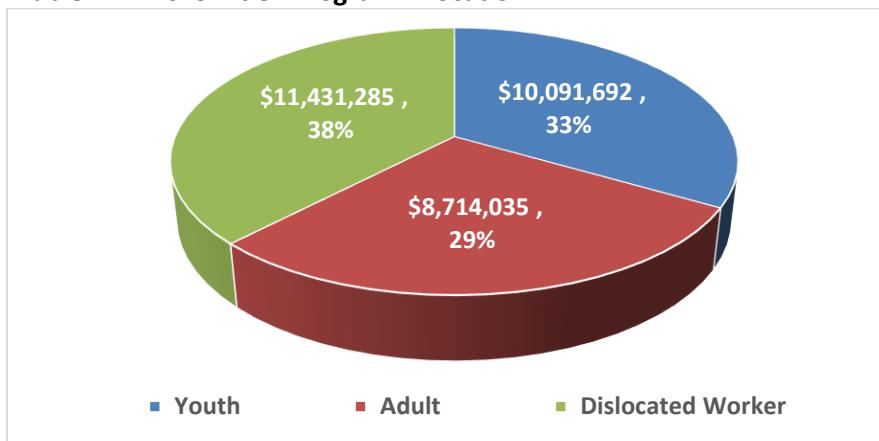
Going forward, the Board is looking to continue to implement strategies recommended by their strategic plan, in coordination with their workforce recommendations to help them fulfil their charge to align Wisconsin's workforce and talent development initiatives and investments with its economic development strategies.

WIOA Title I Programs

PY2019 WIOA Funding Overview

Wisconsin received \$30,237,012 in WIOA Title I formula funding from USDOL in PY2019. Thirty-three percent was for the Youth program, 29 percent for the Adult program, and 38 percent for the Dislocated Worker program. This represented a 10.15 percent decrease in Youth, 10.22 percent decrease in Adult, and 3.21 percent decrease in Dislocated Worker funding from PY2018.

Table 1. PY2019 Title I Program Allocation



Wisconsin's 11 local workforce development boards (WDBs) were allocated 85 percent of the PY2019 Youth and Adult formula funds and 60 percent of the Dislocated Worker formula funds for the administration and implementation of their respective local programs. Of the total funding, 15 percent was reserved for the state's administrative and statewide activities. The state also reserved 25 percent of its dislocated worker funding for statewide rapid response activities and "additional assistance." The state used additional assistance grants to supplement a local WDB's formula funding, increasing the local WBD's capacity to provide Dislocated Worker program services to workers laid off from larger dislocation events.

COVID-19 IT Funds for WDAs: In May 2020, DWD-DET used a portion of the state set-aside monies to grant \$260,343 to local WDBs. The funds were granted to WDBs to provide virtual technology needs to ensure continuation of WIOA services to participants during the COVID-19 health emergency. WDBs used the funds to purchase laptops, printers, scanners, hotspot WIFI, VPN connections, and various software systems for board staff, career planners, and WIOA participants.

PY2019 Monitoring Highlights

Annual monitoring of WIOA Title I Programs, managed by the 11 local WDBs, was conducted July 2019 through May 2020. Monitoring was onsite through early March. The last two reviews, in April and May, were conducted remotely due to COVID-19. All monitoring included a comprehensive review for program, fiscal, and civil rights/equal opportunity compliance.

Monitoring of Wisconsin's 11 local WDBs included Governance; Eligibility and Services; Documentation; Program Policy Review; Performance Measures; Participant File Review; Training and Supportive Services; Oversight of Service Providers; Board and Service Provider Monitoring; Real Property and Equipment; Procurement; Subcontracts; Sub-recipient Monitoring; Fiscal Policies; Audits and Audit Resolution; Budget Controls; MOUs; Personnel; Cash Management; Internal Controls; Fiscal Reporting; Indirect Cost Rate; Voucher Testing; Equal Opportunity Officer Responsibilities; Notices and Communication; Assurance Language; Universal Access; Section 504 and The Americans with Disabilities Compliance; and Data and Information Collection and Maintenance.

Local WDBs receive reports summarizing their reviews and are required to respond to any findings and/or areas of concern. An executive summary is prepared and shared with DWD Management before the report is distributed to the local WDB.

Technical assistance is provided to all local WDB staff upon request. The following are totals from the PY2018 annual monitoring of the 11 local WDBs:

- 141 Findings
- 77 Areas of Concern
- 13 Positive Practices

At the conclusion of the PY2018 monitoring, a summary including findings or areas of concern identified by the monitoring team as affecting more than three workforce development areas was sent to the local WDBs. The summary report also included all positive practices noted throughout the state.

Dislocated Worker

The Dislocated Worker program assists workers impacted by job loss to get back to work as quickly as possible by overcoming barriers to employment such as difficulty transferring specialized skills to other occupations or industries or a decline in market demand for certain skills.

Rapid Response

DWD-DET and its state and local partners, including the 11 local rapid response teams, use the centralized Rapid Response Events Tracking System (RRETS) to track dislocation events and rapid response services for both employers and workers throughout the state. During PY2019, 702 new dislocation events were recorded in RRETS, including 399 events from layoff notices that covered a total of 32,787 workers.¹ Given the economic emergency stemming from the COVID-19 pandemic, a significant increase in layoff notice activity started in mid-March and

¹ The number of affected workers from the 399 layoff notice events is from original submissions of layoff notices; it does not take into account any subsequent update(s) to a notice that changed the number of affected workers.

continued through the remainder of PY2019; of the 399 layoff notice events during PY2019, 342 (86 percent) were recorded between March and June 2020, impacting 29,283 workers.²

The majority of the 702 new events came from three industries: approximately 23 percent were from the retail/trade industry (160 events); 16 percent from the manufacturing industry (113 events); and 15 percent from the accommodations and food service industry (104 events).

During PY2019, the state's rapid response teams provided a total of 803 employer services and 540 worker services throughout the state.

Rapid Response Services during COVID-19: The onset of the COVID-19 pandemic during the latter half of PY2019 required rapid response teams to immediately shift the way they implement rapid response services. On March 12, 2020, Wisconsin Governor Tony Evers declared a statewide public health emergency due to the COVID-19 pandemic. By March 24, Governor Evers had issued an Order directing individuals present within the state to remain at their place of residence. Given the public health emergency and the "Safer at Home Order," the provision of rapid response services had to immediately shift from mainly in-person to entirely remote. After the "Safer at Home Order" was lifted, limited in-person rapid response services have been provided. Remote services have continued to evolve and include general information sessions and targeted workshops via phone and teleconference, recorded information sessions available through YouTube and other online outlets, and several statewide drive-thru job fairs. Remote services during the COVID-19 pandemic have ensured that both employers and workers continue to receive the services they need.

Rapid Response Video Series: To assist with remote services and to provide a more standardized rapid response approach in the future, DWD-DET is developing a series of rapid response videos. This video series will consist of eight videos including a discussion on and help with unemployment insurance, retirement and healthcare considerations, job center resources, and an overview of the Dislocated Worker program. DWD-DET plans to complete most of the videos during PY2020.

Electronic Dislocated Worker Survey: The electronic dislocated worker survey project consists of developing an online version of the existing dislocated worker survey for all rapid response teams to use. While there has been a desire for some time to develop an electronic version of this survey, the COVID-19 pandemic has made this an urgent need. Research for the project began in PY2019 and DWD-DET would like to deploy the electronic survey during PY2020.

Large Layoff: In early June 2020, Verso Corporation, a papermill located in Wisconsin Rapids, announced it would be closing, impacting 902 workers. This high-profile business closure in north central Wisconsin is [predicted to have an annual statewide economic loss of \\$250 million.](#)

² The number of affected workers from the 342 layoff notice events recorded between March and June 2020 is from original submissions of layoff notices; it does not take into account any subsequent update(s) to a notice that changed the number of affected workers.

While the company is trying to find a buyer, the local rapid response team is moving forward with providing rapid response services to both the employer and the workers. During PY2019, the local rapid response team provided 10 employer services and 10 worker services for the Verso Corporation event. The local rapid response team was also awarded an initial Dislocation Grant (see below) to serve this worker group. Services for this large layoff will continue into PY2020.

DWD-DET Supported Local Rapid Response Services through Grants: Each year, DWD-DET reserves a portion of its rapid response funds for Annual Allotment, Dislocation, and Additional Assistance grants. Each local WDB receives an Annual Allotment grant based on a formula. Dislocation and Additional Assistance grants are available on a first come, first served basis. During PY2019, DWD-DET awarded a total of \$855,713 across all three types of rapid response grants:

- *Annual Allotment Grants:* Annual Allotment grants support the building and maintenance of the local WDBs' rapid response programs, including the costs of staffing, planning, coordinating, and providing rapid response services. During PY2019, DWD-DET provided a total of \$667,957 in Annual Allotment grants. Awards ranged from \$115,170 to \$38,925.
- *Dislocation Grants:* Dislocation grants provide local WDBs funding to supplement Annual Allotment grants. This funding is available to help support rapid response services for a specific dislocation event affecting 25 or more workers. During PY2019, DWD-DET issued nine new Dislocation grants and four modifications for a combined total of \$84,048. This funding helped to make rapid response services available to over 1,800 workers.
- *Additional Assistance Grants:* Additional Assistance grants supplement a local WDB's Title I Dislocated Worker formula funds when significant layoffs place unanticipated demand on existing formula resources. Funds must be used towards Dislocated Worker program services (i.e., career, training, and supportive services) for eligible participants from a specific dislocation event. During PY2019, DWD-DET issued two new Additional Assistance grants and three modifications for a combined total of \$103,708. These grants were awarded to two local WDBs that used the funding to serve 21 participants from three events.

National Dislocated Worker Grants: During PY2019, DWD-DET continued to implement two existing National Dislocated Worker Grants (NDWGs) and received one new NDWG.

- *Reemployment & Systems Integration National Dislocated Worker Grant:* On October 1, 2016, DWD-DET received a Reemployment & System Integration (RSI) NDWG. The grant provided seed money for DWD-DET to implement technological solutions to more effectively connect dislocated workers to information and services. Over the course of implementation, DWD-DET developed and launched a case management application (referred to as "CEPT") that houses six tools: a budget planning tool, a career

exploration tool, an Individual Employment Plan (IEP) tool, an action steps tool, a self-sufficiency calculator, and a community resources tool. These tools were also made available to participants and members of the general public through the *My JCW* portal on JobCenterofWisconsin.com. The RSI NDWG ended on September 30, 2019.

- *Trade and Economic Transition National Dislocated Worker Grant:* On September 26, 2018, DWD-DET was awarded a \$2 million Trade and Economic Transition NDWG to serve workers dislocated from the retail sector. Six local WDBs applied for funding under this grant. During PY2019, DWD-DET obligated the remaining grant funds to the participating local WDBs and the grant was approximately 70 percent expended by the end of the program year. Through the end of PY2019, 381 participants have been served under this grant, greatly exceeding the 120 planned participants approved by USDOL. Over 63 percent, or 242 participants, enrolled in this grant have received training services focused on high-demand industry sectors or occupations as outlined in the state or local plans.

DWD-DET also applied for and received a no-cost extension for the Retail DWG. The grant's period of performance was extended through September 30, 2021.

- *COVID-19 Disaster Recovery National Dislocated Worker Grant:* On May 1, 2020, after submitting an emergency application, DWD-DET received a \$999,000 COVID-19 Disaster Recovery NDWG. This grant funds temporary disaster-relief jobs focused on providing humanitarian assistance. These jobs will expand the capacity of either (1) non-profit charitable organizations that provide humanitarian assistance to community members in need due to the direct or indirect impacts of COVID-19, or (2) local public health departments engaged in efforts to educate community members about the threat of COVID-19 and proper safety measures to help prevent exposure to and the spread of the virus.

In collaboration with the leadership of the Wisconsin Workforce Development Association, it was decided to distribute the funds to three local WDBs. The three project operators selected for this grant are the Southeastern, Milwaukee, and South Central WDBs, covering 10 out of Wisconsin's 72 counties. Given that this grant was only active during the final two months of PY2019, DWD-DET spent those months focused on grant startup which included drafting the materials for the full application, drafting the project implementation plan, and making contact with the State Emergency Operations Center and Wisconsin Emergency Management to ensure coordination of efforts.

Wagner-Peyser Program Coordination

The Wagner-Peyser program provides services to job seekers and businesses. Wagner-Peyser staff provide career services to job seekers and recruitment assistance to businesses. This

includes job search assistance, workshops for job seekers, job fairs, and various recruiting events.

At the outbreak of the COVID-19 crisis, DWD implemented a state mandated Continuity of Operations Plan (COOP). DWD's Division of Employment and Training (DWD-DET) took quick action to ensure the safety of our staff and customers. Nearly all staff transitioned to a work-from-home model and service delivery was uninterrupted. All local job centers closed their physical locations but maintained services in a socially distanced manner. Job Service implemented a phone-based assistance model and was able to follow the Governor's Safer at Home Order while providing career services. Additionally, DWD-DET staff have been temporarily reassigned to DWD's Unemployment Insurance Division (UI) to help address the increased claim volume. The agency has put several measures in place to address contact tracing, cleaning and disinfecting processes, and limiting staff presence in the office.

Business Services

Wisconsin was selected by the Urban Institute for a USDOL-commissioned study to understand the approaches and metrics used to measure the effectiveness of employer services provided by WIOA core programs. Virtual "site visits" were conducted with business services representatives from WIOA Titles I, III, IV, and Jobs for Veterans State Grants in March 2020. The results of the study will help inform decision makers on the selection of final indicators for the WIOA Effectiveness in Serving Employers performance measure.

Wisconsin selected Employer Penetration and Repeat Customer Business as the two pilot measures. At the conclusion of PY2019, Wisconsin had three full program years of data to include in calculating the Repeat Business measure.

Program Year 2019 metrics:

- Employer Penetration rate: 7.8%
- Repeat Business Customer rate: 39.8%
- Internal Job Center of Wisconsin (JCW) job postings: 194,018 (representing 370,878 job openings)
- External (trusted partner) job postings: 491,181 (Wisconsin does not track job openings from external sources)

Our collaborative business services teams, with representatives from WIOA core partners, coordinated a wide range of specialized services to businesses including assistance with registration, job order processing, career fair involvement, tax credits, on-the-job training, onsite recruitment facilities, and applicant-pre-screening. More than 1,200 employers participated in job fairs and more than 400 employers held onsite recruitment events at local job centers or their work site locations.

Wagner-Peyser staff provide ongoing technical assistance and training to business services teams to ensure data collection is accurate and reliable.

Job Seekers

At the beginning of PY2019, Wisconsin's unemployment rate held steady just above 3 percent. As in PY17 and PY2018, the individuals who are using our services both online and in-person often have several barriers to employment that require more personal and intensive staff time. The COVID-19 pandemic immediately changed the unemployment landscape, with the unemployment rate skyrocketing to 13.6 percent in April 2020 and hovering around 8.6 percent at the end of June 2020.

Our physical job center locations closed to the public in late March 2020. Job Service staff quickly moved to providing remote services via telephone and email. In early April 2020, 39 Job Service staff were temporarily reassigned to DWD's Unemployment Insurance Division (UI) to assist with UI claims processing. In May 2020, another 21 staff were reassigned. 40 percent of Job Service staff was assisting with UI claims processing at the end of PY2019.

Our Job Service call center fielded 54,691 calls, including 1,280 Spanish language calls, during PY2019. Of those calls, 38,943 occurred between March 16 and June 30, 2020, due to the spike in business closings, job center closings, and record-shattering levels of unemployment.

Over the 12-month period, new job seeker registrations on Wisconsin's labor exchange site, JCW, totaled 439,718, with 75 percent of the new registrations occurring between March 1 and June 20, 2020. Registering on JCW is a requirement to maintain UI eligibility, so this once again reflects the enormous impact of COVID-19 and the unprecedented number of displaced workers due to the pandemic.

Before Wisconsin's job centers closed to the public, Job Service continued to provide a variety of job seeking workshops throughout the state, with topics that ranged from computer literacy, social media, resume development, and application and interviewing skills, to in-depth Career Counseling activities and events. Our licensed career counselors conducted nearly 1,400 individual career counseling sessions and reached 400 job seekers in group sessions. Planning for additional virtual service delivery such as virtual job fairs and workshops continues.

Re-Employment Services

In PY2019, Wisconsin continued its innovation of the Re-Employment Service and Eligibility Assessment (RESEA) program. Highlights included:

- Initial RESEA sessions served 21,164 RESEA claimants during PY2019.
- All RESEA participants are required to register for the Title III Wagner-Peyser program before attending their initial RESEA session. This requirement ensures the participants are fully integrated into the workforce system.

- On March 13, 2020, USDOL implemented guidance that states would have the ability to provide RESEA services by phone in response to COVID-19. Wisconsin quickly moved forward transitioning our program from in-person sessions to tele-sessions. The full transition took effect on March 23, 2020. These sessions are one-on-one sessions in which a staff member calls the participant during a given time frame. A copy of the statewide PowerPoint is emailed to the participant before the session and is reviewed during the call. Staff answer any questions or concerns the participant may have or guide them in the direction to obtain the answer. Participants can still self-schedule into a session of their choice. The same level of service has been maintained throughout the transition, with 9,442 RESEA participants served by tele-sessions between March 23 and June 30, 2020.
- Planning to meet program evaluation requirements began in earnest in early 2020. Wisconsin is participating in an RESEA Evaluation cohort sponsored by USDOL and administered by Abt Associates. Participation in the cohort provides hands-on technical assistance and guidance as we develop our evaluation methods for implementation in PY2021.

Migrant Seasonal Farmworker Services

In Wisconsin, services to Migrant and Seasonal Farmworkers (MSFW) follow both federal and state laws. Job Service provided staff to help MSFW employers and job seekers comply with federal regulations and to enforce Wisconsin's Migrant Labor Law. COVID-19 impacted MSFW services, decreasing the number of workers traveling to Wisconsin while limiting capacity to conduct in-person outreach. MSFW staff collaborated with a health agency and our National Farmworker Jobs Program grantee to share job center information with workers during their in-person visits to migrant camps and work sites.

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

Program highlights for PY2019:

- 3,294 MSFW outreach contacts
- 48 migrant labor camps certified
- 63 crew leaders certified
- Foreign Labor Certification (FLC) program runs from October 1 to September 30
 - 109 H-2A applications received and processed
 - 2,007 workers approved

Job Center Innovations

Job Service expanded its commitment to providing career services to incarcerated individuals with the establishment of two job centers located in correctional facilities, the Milwaukee

Women's Correctional Center and Taycheedah Correctional Institution near Oshkosh. Job Service staff continued to provide services to inmates at the Oakhill Correctional Facility that opened in PY2018. COVID-19 required services be suspended at correctional facilities in early March.

Job Service, in partnership with local WDBs, was awarded a Laura Bush 21st Century Librarian grant to develop workforce system training curriculum for local library systems. Since the awarding in PY2018, Job Service has completed three of the four training modules and provided training to hundreds of librarians statewide. The modules are recorded for new staff training and for periodic refresher training.

DWD has a mobile job center that travels across the state and is equipped to provide job services, workshops, assessments, onsite recruitments, and more. The mobile job center is available for rapid response activities and can be used to park at a county jail or correctional facility to provide services to the incarcerated population with coordination of regional and community partners.

Veteran Employment Services

The mission of DWD's Office of Veteran Employment Services (OVES) is to "Advance veterans into the workforce through targeted business engagement and effective employment services." Local Veteran Employment Representatives (LVERs) are fully engaged within the Job Service and Local Business Service teams and promote veteran hiring to Wisconsin employers and employing agencies. They assist in the organization of job fairs and hiring events and facilitate employer workshops that highlight the value veterans bring to the workforce.

The Disabled Veteran Outreach Program (DVOP) staff provide services to veterans identified to have significant barriers to employment. Wisconsin job center staff use a triage tool to determine the needs of veterans at registration. Once the registration process identifies a veteran with significant barrier to employment, the veteran is referred to DVOP staff for individualized career services. The DVOP completes a comprehensive assessment; develops an individualized employment plan; and conducts the follow-up necessary to assist the veteran to gain employment. Once the veteran is job-ready, the LVER works to match the veteran with an employer.

During PY2019, 1,327 veterans with a significant barrier to employment (SBE) received career services by DVOP staff within Wisconsin job centers and affiliated offices. This group included:

- 1,171 male veterans
- 171 female veterans
- 1,012 unemployed veterans
- 558 veterans with a disability

- 700 veterans with low income
- 190 veterans who were formerly incarcerated
- 278 veterans with long-term unemployment (27 weeks or more)

OVES achieved the following performance by the end of PY2019:

- Employment rate 2nd quarter after exit = 61.8%
- Employment rate 4th quarter after exit = 62.4%
- Median Earnings 2nd quarter after exit = \$7,801

Vets Ready Employer Initiative

This year DWD launched Vets Ready, a new employer initiative to highlight Wisconsin businesses that go above and beyond for their veteran workforce. Applicants were rated on their commitment to hiring veterans, the supportive services they offer their veteran workforce, and the connections they build in the local veteran community. Based on scores, businesses could receive a gold or silver recognition. Awardees will be recognized on JobCenterofWisconsin.com, receive a certificate from Wisconsin Governor Tony Evers, and be promoted on digital platforms.

Reentry Initiatives

In partnership with the Wisconsin Department of Corrections (DOC), DWD-DET brings job services to several Wisconsin correctional facilities. With the installation of job centers in correctional facilities, inmates can receive case management, career counseling, and job search and resume assistance, and can attend workshops. Job Service staff spend 20-30 hours per week at the facility. DWD partners on the project include Registered Apprenticeship, WIOA Title I, Office of Veteran Employment Services, and the Division of Vocational Rehabilitation.

OVES staff regularly receive notice of incarcerated veterans who will be released in the next 60-90 days at which point a DVOP makes contact to begin the case management process. By meeting with the incarcerated veteran prior to release, DWD staff can prepare them for the workforce and job searches, and can connect them with local resources. This is currently being done via OVES staff attending and creating workshops as part of the Oakhill Job Center, Taycheedah Job Center, Milwaukee Women's Correctional Center Job Center, and Robert E. Ellsworth Correctional Job Center.

DWD currently has registered apprenticeship opportunities in correctional facilities, but DWD is interested in expanding these efforts into additional facilities and into different occupations. Strategic planning sessions are occurring to ensure career pathways with higher education are met as well as creating new apprenticeship programs in the institutions that will meet employer needs. Additional industries are being explored between DWD and DOC to meet both employer and trainee need. Strategic planning sessions by Vera Institute are establishing pathways for

other career/education exploration between entities as well. Pell Grant opportunities are also being discussed.

Mobile Labs: To make training more accessible to the incarcerated population, DWD provided funding for DOC to purchase two mobile training labs. These labs allow DOC to bring training materials to inmates for training customizable to local labor market needs. DWD provided DOC funds for additional training capacity within the mobile labs. DWD has already funded a mobile training lab through Wisconsin Fast Forward which is regularly used for CNC training classes located at Racine Correctional Institution. The first of the two new mobile labs is a welding lab located at Taycheedah Correctional that will be shared with Kettle Moraine Correctional. The second lab is an industrial maintenance lab that will be located at Jackson Correctional and will be shared with New Lisbon Correctional.

Evaluation and Related Research Projects

Research

Wisconsin DWD continues to expand its staff and technical research capacity. DWD leveraged its Workforce Data Quality Initiative (WDQI) Round VII grant to hire chief evaluation and chief data officers. DWD also began construction on the Longitudinal Workforce Database (LWD) designed to integrate data from disparate data sources to provide a mechanism for cross program data sharing. To better utilize the LWD, processes were initiated to develop a learning agenda across workforce programs.

In addition, the IBM Identity Insight data matching tool was implemented to match data from different data sources, including the DWD-Division of Employment and Training (DET), DWD-Division of Vocational Rehabilitation (DVR), and DWD-Unemployment Insurance (UI), with full implementation planned for PY2020. Further, the WIOA Title III Wagner-Peyser program, through Reemployment Services and Eligibility Assessment (RESEA), began evaluation planning to meet evaluation requirements for the permanently authorized RESEA program.

DWD has organized a Workforce Data Integrated System (WDIS) Research and Evaluation Team with representatives from WIOA Title I, Title III, Title IV, and other workforce programs. Recently the Research and Evaluation Team has been developing a learning agenda for the WIOA State Plan to organize learning, capacity building, and evaluation plans with an aim to increase evidence-based decision-making practices and policymaking for WIOA programs.

DWD initiated a contract with the Institute for Research on Poverty (IRP) to research the impact of Wisconsin's Act 32 (2011) one-week waiting period requirement for unemployment insurance claimants. The study was initiated using WIOA Title I reserve funds during PY2019. Results from this initiative are expected during PY2020.

The state participated in the Employment Training Administration's Evaluation Peer Learning Cohort (EvalPLC). The state team consisted of WIOA Title I, WIOA Title III, WIOA Title IV, Jobs for Veterans State Grant, and RESEA grant programs. The cohort team developed most of the project plan for the WDQI. The team lead presented the team's experiences during the Workforce GPS webinar "Assessing and Expanding Evaluation Capacity through State Peer Learning Cohorts" on July 14, 2020.

Customer Satisfaction

In PY2019, the DWD-DET coordinated monitoring team implemented a WIOA Title I participant satisfaction survey as a component of annual monitoring of the local workforce development boards. DWD-DET utilized Survey Monkey to email a survey to all WIOA Title I Adult, Dislocated Worker, and Youth participants who were active at some point during the previous 12 months. Reminders were sent to the participants to complete the survey in order to improve the response rate, and in some cases, emails were sent to the local workforce development boards that requested they communicate with their participants and encourage responses. The survey was emailed to 6,746 participants statewide and 999 participants responded for an average statewide response rate of 14.8 percent. The response rate within each of the eleven local workforce development areas ranged from 10.2 percent to 26.5 percent.

The results of each area's participant survey, including both statistical and qualitative feedback and comments, were shared and discussed with each local WDB during onsite monitoring. These discussions created the opportunity for highlighting both local strengths and areas of improvement. It is difficult to state whether the results were generalizable to the entire list of participants because responses were voluntary. The monitoring team coordinated by DWD-DET decided to retain the participant satisfaction survey as a component of PY2020 annual monitoring so it can be used to compare year over year results, and collect information for the purposes of continuous improvement efforts.

In addition to WIOA Title I participant surveys, DWD-DET's one-stop system certification materials require local workforce development areas to have systems in place for collecting and analyzing customer feedback, both from job seekers and businesses, and to use the information to improve service delivery. These certification materials were distributed and utilized by the local areas at the end of PY2018 for the purposes of certification for the next three-year certification cycle.

WIOA Title III surveys for both employers and job seekers. Online surveys are generated when a job posting closes to garner feedback from employers about their hiring outcomes and to provide suggestions for system improvements. In PY2019, 367 employers responded to surveys. Based on suggestions from the surveys, improvements were made to the job order system to allow third-party agents to use a single sign-on to post job orders, rather than having multiple usernames and passwords for various accounts.

Automated online surveys are also triggered when a candidate's resume on JobCenterofWisconsin.com is due to expire to get feedback about their job search results. We

received 2,524 job seeker surveys in PY2019. Overwhelming feedback requested a resume upload feature, which the state is currently in the planning stages of programming.

Performance Measurement and Reporting

The core programs all report on common indicators, using the federal definitions. The six primary indicators of performance are: Employment Rate in 2nd Quarter, Employment Rate in 4th Quarter, Median Earnings in 2nd Quarter, Credential Attainment Rate, Measurable Skills Gain, and Effectiveness in Serving Employers. Credential Attainment Rate and Measurable Skills Gain are not required for Wagner-Peyser.

Effectiveness in Serving Employers: Wisconsin selected two of the three proposed Effectiveness in Serving Employers indicators for reporting in PY2019. The selected indicators and PY2019 results were:

- Employer Penetration Rate: 7.8% (13,941 / 178,242)
- Repeat Business Customers: 39.8% (9,899 / 24,899)

Highlights for PY2019 include:

- Efforts to determine performance indicators to measure the impact business services have on participant placement and earnings.

Performance Accountability System: Wisconsin's Title I and III programs exceeded 13 of the 14 negotiated indicators of performance during PY2019 prior to adjusting actual performance using the Statistical Adjustment Model. The lone indicator that was not met before adjustment was the Youth Credential Attainment Rate. After adjustment, Wisconsin exceed all 14 of the 14 measures.

During PY2019, the Title I and Trade Adjustment Assistance (TAA) programs included credential data from the National Student Clearinghouse House (NSCH) Tracker service. Wisconsin DWD's agreement with NSCH allows for the automation of some credential collection and reporting.

Wisconsin's Performance Advisory Committee (PAC) facilitated the development and delivery of performance technical assistance and training. Training was delivered via the monthly webinar series "WIOA Performance Friday." The PAC maintained the WIOA Performance SharePoint site with information regarding performance levels, results, and training. In response to the Dislocated Worker and Youth Credential Attainment Rate shortcomings discovered throughout the program year, members of the PAC developed and delivered targeted technical assistance to local workforce development boards and core programs.

The Youth Credential Attainment Rate is the state's greatest challenge. The transition in Youth priority requirement to 75 percent expenditures for out-of-school youth led to a drastic shift in the Credential Attainment Rate and continued through PY2019. During PY2019, 49.5 percent of the Youth Credential Attainment Rate exits were out of school compared to 30.0 percent in the Pre-PY2019 statistical adjustment model tool. The school status at participation population shift impacted the statistical adjustment model to lower the state's adjusted level of performance.

While it may appear that the state failed the Youth Credential Attainment Rate individual measure, the adjustment from the model showed an increase of 12.1 percent, resulting in Wisconsin not only meeting the measure, but exceeding it. Wisconsin passed the overall Credential Attainment Rate measure without requiring the Statistical Adjustment. In future years, the negotiated levels for this indicator must be lowered to account for the Youth program population shift, because future statistical adjustment model target levels will not demonstrate a drastic change between the pre-PY and post-PY runs.

Common Exit Policy: Wisconsin has a common exit policy for DWD-DET administered programs that is defined in the state's WIOA Titles I-A and I-B Policy and Procedures Manual Chapter 11.4.³ The common exit will exit program participants at a common date when the participant has not received any services for 90 days and there are no future services planned from any of the affected programs. This definition does not include self-service, information-only activities, or follow-up services from partner programs. The DWD-DET partner programs in Wisconsin's common exit are:

- Title IB Adult
- Title IB Dislocated Worker
- Title IB Youth
- National Dislocated Worker Grants
- Title III Wagner-Peyser Employment Services
- Office of Veteran Services
- Trade Adjustment Assistance Act of 1974

Data Validation: Wisconsin's approach to data validation of performance information was set in PY2018. The PAC developed the approach with input from Title I audit teams. The data validation policy⁴ was published during PY2018 for application beginning in PY2019. The policy applies to Title I and Title III programs. The Trade Adjustment Assistance Act uses the Trade Adjustment Assistance Data Integrity (TAADI) report to ensure data quality. The Jobs for Veterans State Grant is in the process of developing data validation procedures along with other Title III partners based on TEGL 23-19. The current Title I and III policy ensures file samples will provide a mix of participants to ensure maximum opportunities for data

³ <https://dwd.wisconsin.gov/wioa/policy/11/11.4.htm>

⁴ <https://dwd.wisconsin.gov/wioa/policy/11/11.23.htm>

corrections before the participant enters performance cohort periods. The state's data validation activities are addressed between onsite reviews and desk reviews. The PAC will develop reports that identify potential issues of data quality.

Statistical Adjustment Model (SAM) Activities: Wisconsin's PAC used the USDOL-issued SAM tool in TEGL 9-17 to develop a matching local statistical model for use in Title I local area negotiation and end of year adjustments.

The demonstration of the model was done to encourage enrollment of individuals with barriers to employment as well as to bring awareness to how the negotiated level of performance for each indicator is no longer the final answer for the purposes of determining exceed, meet, and not met performance.

Title I Local Area Negotiated Levels of Performance: During June 2018, Wisconsin DWD successfully set local negotiated levels of performance for PY2018 and PY2019 with 11 local workforce development areas. Wisconsin DWD used the statistical adjustment model as populated using Workforce Investment Act Standardized Record Data (WIASRD) participant data and economic data from the USDOL Bureau of Labor Statistics. The negotiation results are in Table 2, 3 and 4.

Table 2. Title I Adult Local Area Negotiated Levels of Performance (PY2018 and PY2019)

| WDA | Q2 Unsubsidized Employment | Q4 Unsubsidized Employment | Median Earnings | Credential Attainment Rate |
|-----|----------------------------|----------------------------|-----------------|----------------------------|
| 1 | 74.0% | 72.0% | \$4,800 | 58.0% |
| 2 | 68.0% | 63.0% | \$4,100 | 60.0% |
| 3 | 80.0% | 75.0% | \$5,600 | 60.0% |
| 4 | 75.0% | 70.0% | \$4,700 | 55.0% |
| 5 | 76.0% | 74.0% | \$5,100 | 56.0% |
| 6 | 80.0% | 75.0% | \$5,500 | 59.0% |
| 7 | 80.0% | 75.0% | \$5,500 | 55.0% |
| 8 | 81.0% | 75.0% | \$5,000 | 54.0% |
| 9 | 75.0% | 70.0% | \$4,200 | 57.0% |
| 10 | 76.0% | 72.0% | \$4,800 | 55.0% |
| 11 | 76.0% | 71.0% | \$4,100 | 57.0% |

Table 3. Title I Dislocated Worker Local Area Negotiated Levels of Performance (PY2018 and PY2019)

| WDA | Q2 Unsubsidized Employment | Q4 Unsubsidized Employment | Median Earnings | Credential Attainment Rate |
|-----|----------------------------|----------------------------|-----------------|----------------------------|
| 1 | 77.0% | 75.0% | \$6,800 | 58.0% |
| 2 | 72.0% | 71.0% | \$6,100 | 52.0% |
| 3 | 85.0% | 83.0% | \$7,500 | 60.0% |
| 4 | 80.0% | 80.0% | \$6,700 | 65.0% |
| 5 | 84.0% | 84.0% | \$7,100 | 65.0% |
| 6 | 82.0% | 81.0% | \$7,500 | 65.0% |
| 7 | 85.0% | 80.0% | \$6,100 | 65.0% |
| 8 | 85.0% | 80.0% | \$6,900 | 64.0% |
| 9 | 82.0% | 81.0% | \$7,000 | 62.0% |
| 10 | 83.0% | 82.0% | \$7,100 | 69.0% |
| 11 | 81.0% | 79.0% | \$7,100 | 65.0% |

Table 4. Title I Youth Local Area Negotiated Levels of Performance (PY2018 and PY2019)

| WDA | Q2 Employment/Education | Q4 Employment/Education | Credential Attainment Rate |
|-----|-------------------------|-------------------------|----------------------------|
| 1 | 68.0% | 63.0% | 61.0% |
| 2 | 58.0% | 57.0% | 58.0% |
| 3 | 75.0% | 70.0% | 60.0% |
| 4 | 75.0% | 66.0% | 56.0% |
| 5 | 73.0% | 68.0% | 58.0% |
| 6 | 73.0% | 66.0% | 63.0% |
| 7 | 72.0% | 71.0% | 68.0% |
| 8 | 75.0% | 70.0% | 64.0% |
| 9 | 70.0% | 68.0% | 61.0% |
| 10 | 76.0% | 67.0% | 66.0% |
| 11 | 65.0% | 64.0% | 62.0% |

Performance Results

During PY2019, Wisconsin Title I programs exceeded or met all 11 negotiated levels of performance. The following tables present a summary of Wisconsin's PY2019 WIOA performance for the Title I Adult, Dislocated Worker, Youth, and Title III Wagner-Peyser Employment Service programs. The Negotiated level is the state's negotiated level of performance. The Actual column is the state's actual performance level. The Result is how the Actual performance level compared to the Negotiated level. The "Denom." column is the size of the indicator's denominator to provide a scope of the size of the indicator.

Table 5. PY2019 WIOA Title I Adult Performance

| Indicator | Negotiated | Actual | Result | Denom. |
|----------------------------|------------|---------|----------|--------|
| Q2 Employment | 76.0% | 77.2% | Exceed | 1884 |
| Q4 Employment | 71.0% | 76.4% | Exceed | 2108 |
| Median Earnings | \$5,100 | \$6,350 | Exceed | 1454 |
| Credential Attainment Rate | 60.0% | 68.0% | Exceed | 972 |
| Measurable Skill Gain | Baseline | 40.5% | Baseline | 932 |

Table 6. PY2019 WIOA Title I Dislocated Worker Performance

| Indicator | Negotiated | Actual | Result | Denom. |
|----------------------------|------------|---------|----------|--------|
| Q2 Employment | 80.0% | 84.9% | Exceed | 1224 |
| Q4 Employment | 79.0% | 84.6% | Exceed | 1373 |
| Median Earnings | \$7,100 | \$8,459 | Exceed | 1039 |
| Credential Attainment Rate | 65.0% | 73.4% | Exceed | 526 |
| Measurable Skill Gain | Baseline | 50.9% | Baseline | 702 |

Table 7. PY2019 WIOA Title I Youth Performance

| Indicator | Negotiated | Actual | Result | Denom. |
|----------------------------|----------------------|---------|----------|--------|
| Q2 Employment/Education | 75.0% | 79.3% | Exceed | 1104 |
| Q4 Employment/Education | 74.0% | 77.5% | Exceed | 1162 |
| Median Earnings | Baseline | \$3,606 | Baseline | 853 |
| Credential Attainment Rate | 53.9%* (Adjusted) | 57.4%* | Exceed | 692 |
| Measurable Skill Gain | Baseline | 38.2% | Baseline | 811 |

* Statistically adjusted rate

Table 8. PY2019 Wagner-Peyser Performance

| Indicator | Negotiated | Actual | Result | Denom. |
|-----------------|------------|---------|--------|--------|
| Q2 Employment | 66.0% | 75.3% | Exceed | 27,647 |
| Q4 Employment | 64.0% | 73.4% | Exceed | 27,218 |
| Median Earnings | \$5,400 | \$6,864 | Exceed | 20,820 |

ETPL

Under the Workforce Innovation and Opportunity Act (WIOA), DWD-DET is required to maintain a list of training institutions and their programs of study that are eligible for Individual Training Accounts (ITAs). This list is referred to as Wisconsin's Eligible Training Programs List (ETPL) and serves as a mechanism to ensure informed customer choice for training options, as well as accountability and quality of training programs.

DWD-DET launched a new ETPL application on December 2, 2019, which replaced the previous application that was over 15 years old. The new ETPL application captures all the information required for federal reporting and is aligned with WIOA's ETPL requirements. As part of this change, Wisconsin also developed all new ETPL-related policies and procedures, including eligibility criteria and vetting processes. Wisconsin's new ETPL represents a fresh start, so all

training institutions, including those on the previous version of the ETPL, must apply and meet the new eligibility criteria in order to have programs included on the ETPL.

To avoid disrupting WIOA Title I participants' ITA-funded training, DWD-DET issued policy to allow participants to complete their training programs approved under the previous ETPL, so long as the participants were approved to attend the training program prior to December 2, 2019.

DWD-DET submitted its annual ETP performance report on September 30, 2020. The report identified all training programs that had been published on Wisconsin's ETPL website from December 2, 2019, to June 30, 2020, which corresponds with the period that Wisconsin's new ETPL system was active in PY2019. As part of this report, DWD-DET reported 1,572 training programs and 465 WIOA Title I participants who attended one of those programs using an ITA.

DWD-DET did not include any programs from its previous ETPL in the report for two reasons:

- 1) The data from the previous version had not been regularly updated and did not meet the requirements outlined by WIOA.
- 2) When institutions apply to have their program(s) included on the new ETPL, the new system has no feasible way to connect that program(s) to the version of the same program(s) on the previous ETPL. As such, if DWD-DET had included programs from the previous ETPL and the Title I participants enrolled in them, DWD-DET's report would have undoubtedly contained duplicates for a large number of programs and a significantly inflated number of participants.

The ETP performance report also required DWD-DET to report the total ITA expenditures for the period July 1, 2018, to June 30, 2019, which would have totaled \$6,913,127. Using this total would have resulted in a very high cost-per-participant (\$14,866) when divided by the total number of WIOA Title I participants (465) included in the ETP performance report. To provide a more accurate cost-per-participant, DWD-DET instead tried to more closely align the ITA expenditures reported with the dates the new ETPL was active. However, due to the manual nature of this exercise and the deadline for the ETP report submission, DWD-DET opted to report total ITA expenditures for WIOA Title I participants for all of PY2019 (July 1, 2019 to June 30, 2020) which was \$3,250,262 and resulted in a cost-per-participant of \$6,989.

Since submitting its ETP performance report, DWD-DET completed a more accurate calculation of ITA expenditures from December 1, 2019, to June 30, 2020. The total for ITA expenditures for that period was \$514,939 and resulted in a cost-per-participant of \$1,107. While this figure is more accurate, it is likely that it is still slightly high because expenditures from this time period may include ITAs used toward approved training programs on the previous ETPL.

Promising Practices

During annual monitoring visits to the local WDBs, DWD-DET identifies promising practices taking place within the local areas. These are shared with the local WDBs in an annual report to highlight the many local promising practices and allow for implementation in other areas. Several of the PY2018 local WDB promising practices are highlighted below:

- **Southeastern Wisconsin Workforce Development Board (SE WI WDB – WDA #1)** has a comprehensive and well-rounded monitoring plan that addresses all aspects of subrecipient monitoring. This monitoring plan includes onsite annual fiscal monitoring of each subrecipient; quarterly onsite file monitoring of each career planner; and monthly monitoring of miscellaneous contractual obligations including staff training, supervision and oversight, program design, business solutions and rapid response activities, and one-stop operations. This monitoring plan actively engages the subrecipient and provides for consistent, ongoing oversight throughout the program year.
- **Waukesha-Ozaukee-Washington Workforce Development Board (WOW – WDA #3)** created an accommodation script for use at reception. This is a simple and comprehensive tool to ensure that all customers receive high-quality service. The script includes effective communication tools for telephone, in-person, and in-writing for assisting individuals with various needs, including limited English proficiency (LEP), blind or visually-impaired, deaf or hard of hearing, and speech and mobility impairments.
- **Bay Area Workforce Development Board (BAWDB – WDA #5)** worked to bring together various agencies that work with offender populations and brought the Joseph Project to the Bay Area, which has helped them partner with corrections and incarcerated individuals especially in the area of reentry.
- **North Central Wisconsin Workforce Development Board (NCWDB – WDA #6)** has developed a formal orientation process to inform new county chief elected officials, who constitute the WDA's Chief Elected Officials Consortium, of their roles and responsibilities under WIOA. This orientation includes a folder with contact lists of the county chief elected officials and local WDB, governance documents including the CEO Consortium Agreement, financial information, performance information, and a meeting schedule. The NCWWDB Executive Director uses the folder to educate new county chief elected officials about their role, which is particularly valuable for individuals newly elected who may not have a workforce development or WIOA background.
- **Northwest Wisconsin Workforce Investment Board (NWWIB – WDA #7)** is engaged in the 2GEN approach, which is for Strong Families, Strong Communities, Strong Economy. This is a new approach to help rural families break the cycle of poverty. The model provides opportunities to meet the needs of children and their parents together. It builds education and network support with friends and neighbors, and assists with

financial, housing, health, and well-being services to create economic security that passes from one generation to the next. The model was officially adopted by the NWWIB in March 2019. 2Gen is not prevalent in rural areas where factors like geography can be a barrier, but the community network is strong. NWWIB is one of 12 workforce boards in the U.S. selected to work toward systemic positive rural outcomes.

- **West Central Wisconsin Workforce Development Board (WCWWDB – WDA #8)** and its service provider have developed a relationship with the local area child support courts. This enables them to effectively seek out potential participants who are in delinquency or are struggling to support their children financially. While we have encountered other WDBs that work well with the legal system and the courts, this is the first occurrence encountered where the outreach is specific to child support issues in the legal system.
- **Workforce Development Board of South Central Wisconsin (WDBSCW – WDA #10)** has developed a program utilizing data from the Business Intelligence (BI) data universe. This tool gives them the ability to access real-time data from ASSET, DWD-DET's enrollment verification application, to create oversight opportunities and provide dashboards for their Board staff, one-stop operators, area managers, and career planners.
- **Southwest Wisconsin Workforce Development Board (SWWDB – WDA #11)** and its one-stop operator, Manpower Government Solutions, have worked together to meet with the Wisconsin Department of Agriculture, Trade, and Consumer Protection (DATCP) and the University of Wisconsin (UW) Extension to address the needs of Wisconsin dairy farmers impacted by farming reductions. Through these discussions, SWWDB identified that this issue was statewide, not localized to the southwest region of the state. The one-stop operator then worked to develop a form with all the one-stop operator contacts and job center locations in each workforce development area to aid in making appropriate referrals.

Waivers

DWD had no waivers for PY2019.

Technical Assistance Needs

Wisconsin requests technical assistance for local workforce board compliance with acceptable WIOA governance structures. USDOL hosted a Maher and Maher WIOA Governance webinar on October 16, with plans to hold an in-person training in the spring or summer of 2021. Technical assistance is also requested for the WIOA formula allocation process to ensure compliance with all applicable regulations and Training and Employment Guidance Letters (TEGLs). This technical assistance request would review the DWD-DET WIOA Allocation Policy and actual calculations.

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