

WIOA STATE PLAN FOR  
THE STATE OF WISCONSIN

---

# CONTENTS

---

WIOA State Plan for the State of Wisconsin .....	1
Overview.....	4
Options for Submitting a State Plan .....	5
How State Plan Requirements Are Organized.....	7
I. WIOA State Plan Type .....	9
Combined Plan partner program(s).....	10
II. Strategic Elements .....	11
a. Economic, Workforce, and Workforce Development Activities Analysis .....	12
b. State Strategic Vision and Goals.....	26
c. State Strategy .....	32
III. Operational Planning Elements.....	41
A. State Strategy Implementation.....	42
b. State Operating Systems and Policies.....	59
IV. Coordination with State Plan Programs.....	90
V. Common Assurances (for all core programs).....	91
VI. Program-Specific Requirements for Core Programs.....	93
Program-Specific Requirements for Adult, Dislocated Worker, and Youth Activities under Title I-B.....	94
Program-Specific Requirements for Wagner-Peyser Program (Employment Services) .....	124
Program-Specific Requirements for Adult Education and Family Literacy Act Programs .....	148
Program-Specific Requirements for Vocational Rehabilitation .....	170
VII. Program-Specific Requirements For Combined State Plan Partner Programs .....	259
Trade Adjustment Assistance (TAA) .....	260
Jobs for Veterans' State Grants .....	266

Appendix 1. Performance Goals for the Core Programs .....287

    Table 1. Employment (Second Quarter after Exit) .....288

    Table 2. Employment (Fourth Quarter after Exit) .....289

    Table 3. Median Earnings (Second Quarter after Exit) .....290

    Table 4. Credential Attainment Rate .....291

    Table 5. Measureable Skill Gains.....292

    Table 6. Effectiveness in Serving Employers.....293

    Table 7. Combined Federal Partner Measures .....294

Appendix 2. Other State Attachments (Optional).....295

## OVERVIEW

---

Under the Workforce Innovation and Opportunity Act (WIOA), the Governor of each State must submit a Unified or Combined State Plan to the U.S. Secretary of Labor that outlines a four-year workforce development strategy for the State's workforce development system. The publicly-funded workforce system is a national network of Federal, State, regional, and local agencies and organizations that provide a range of employment, education, training, and related services and supports to help all jobseekers secure good jobs while providing businesses with the skilled workers they need to compete in the global economy. States must have approved Unified or Combined State Plans in place to receive funding for core programs. WIOA reforms planning requirements, previously governed by the Workforce Investment Act of 1998 (WIA), to foster better alignment of Federal investments in job training, to integrate service delivery across programs and improve efficiency in service delivery, and to ensure that the workforce system is job-driven and matches employers with skilled individuals. One of WIOA's principal areas of reform is to require States to plan across core programs and include this planning process in the Unified or Combined State Plans. This reform promotes a shared understanding of the workforce needs within each State and fosters development of more comprehensive and integrated approaches, such as career pathways and sector strategies, for addressing the needs of businesses and workers. Successful implementation of many of these approaches called for within WIOA requires robust relationships across programs. WIOA requires States and local areas to enhance coordination and partnerships with local entities and supportive service agencies for strengthened service delivery, including through Unified or Combined State Plans.

---

## OPTIONS FOR SUBMITTING A STATE PLAN

---

A State has two options for submitting a State Plan — a Unified State Plan or a Combined State Plan. At a minimum, a State must submit a Unified State Plan that meets the requirements described in this document and outlines a four-year strategy for the core programs. The six core programs are—

- the Adult Program (Title I of WIOA),
- the Dislocated Worker Program (Title I),
- the Youth Program (Title I),
- the Adult Education and Literacy Program (Title II),
- the Wagner-Peyser Act Program (Wagner-Peyser Act, as amended by title III), and
- the Vocational Rehabilitation Program (Title I of the Rehabilitation Act of 1973, as amended by Title IV).

Alternatively, a State may submit a Combined State Plan that meets the requirements described in this document and outlines a four-year strategy for WIOA's core programs plus one or more of the Combined Plan partner programs. 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. If included, Combined State Plan partner programs are subject to the "common planning elements" (Sections II and III of this document) where specified, as well as the program-specific requirements for that program. The Combined State Plan partner programs are—

- Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)
- Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.)
- Employment and Training Programs under the Supplemental Nutrition Assistance Program (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4)))
- Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o))
- Trade Adjustment Assistance for Workers Programs (Activities authorized under chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.))
- Jobs for Veterans State Grants Program (Programs authorized under 38, U.S.C. 4100 et seq.)
- Unemployment Insurance Programs (Programs authorized under State unemployment compensation laws in accordance with applicable Federal law)
- Senior Community Service Employment Program (Programs authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.))
- Employment and training activities carried out by the Department of Housing and Urban Development
- Community Services Block Grant Program (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.))\*
- Reintegration of Ex-Offenders Program (Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532))

---

\* 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.

---

## HOW STATE PLAN REQUIREMENTS ARE ORGANIZED

---

The major content areas of the Unified or Combined State Plan include strategic and operational planning elements. WIOA separates the strategic and operational elements to facilitate cross-program strategic planning.

- The **Strategic Planning Elements** section includes analyses of the State's economic conditions, workforce characteristics, and workforce development activities. These analyses drive the required vision and goals for the State's workforce development system and alignment strategies for workforce development programs to support economic growth.
- The **Operational Planning Elements** section identifies the State's efforts to support the State's strategic vision and goals as identified in the Strategic Planning Elements section. This section ensures that the State has the necessary infrastructure, policies, and activities to meet its strategic goals, implement its alignment strategy, and support ongoing program development and coordination. Operational planning elements include:
  - State Strategy Implementation,
  - State Operating Systems and Policies,
  - Assurances, and
  - Program-Specific Requirements for the Core Programs, and
  - Program-Specific Requirements for the Combined State Plan partner programs.

When responding to Unified or Combined State Plan requirements, States must identify specific strategies for coordinating programs and services for target populations.\* While discussion of and strategies for every target population is not expected, States must address as many as are applicable to their State's population and look beyond strategies for the general population.

---

\* Target populations include individuals with barriers to employment, as defined in WIOA Sec. 3, as well as veterans, unemployed workers, and youth.

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.

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

## 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.

**Unified 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.    No

**Combined State Plan.** This plan includes the Adult Worker 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.    Yes

---

## COMBINED PLAN PARTNER PROGRAM(S)

---

Indicate which Combined Plan partner program(s) the state is electing to include in the plan.

Career and technical education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) No

Temporary Assistance for Needy Families Program (42 U.S.C. 601 et seq.) No

Employment and Training Programs under the Supplemental Nutrition Assistance Program (Programs authorized under section 6(d)(4) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(d)(4))) No

Work programs authorized under section 6(o) of the Food and Nutrition Act of 2008 (7 U.S.C. 2015(o)) No

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.)) Yes

Jobs for Veterans State Grants Program (programs authorized under 38, U.S.C. 4100 et seq.) Yes

Unemployment Insurance Programs (Programs authorized under State unemployment compensation laws in accordance with applicable Federal law) No

Senior Community Service Employment Program (Programs authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)) No

Employment and training activities carried out by the Department of Housing and Urban Development No

Community Services Block Grant Program (Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.)) No

Reintegration of Ex-Offenders Program (Programs authorized under section 212 of the Second Chance Act of 2007 (42 U.S.C. 17532)) No

## II. STRATEGIC ELEMENTS

---

The Unified or Combined State Plan must include a Strategic Planning Elements section that analyzes the State's current economic environment and identifies the State's overall vision for its workforce development system. The required elements in this section allow the State to develop data-driven goals for preparing an educated and skilled workforce and to identify successful strategies for aligning workforce development programs. Unless otherwise noted, all Strategic Planning Elements apply to Combined State Plan partner programs included in the plan as well as to core programs.

---

## A. ECONOMIC, WORKFORCE, AND WORKFORCE DEVELOPMENT ACTIVITIES ANALYSIS

---

The Unified or Combined State Plan must include an analysis of the economic conditions, economic development strategies, and labor market in which the State's workforce system and programs will operate.

## 1. ECONOMIC AND WORKFORCE ANALYSIS

---

### A. ECONOMIC ANALYSIS

The Unified or Combined State Plan must include an analysis of the economic conditions and trends in the State, including sub-State regions and any specific economic areas identified by the State. This must include-

#### I. EXISTING DEMAND INDUSTRY SECTORS AND OCCUPATIONS

Provide an analysis of the industries and occupations for which there is existing demand.

#### II. EMERGING INDUSTRY SECTORS AND OCCUPATION

Provide an analysis of the industries and occupations for which demand is emerging.

#### III. EMPLOYERS' EMPLOYMENT NEEDS

With regard to the industry sectors and occupations identified in 1 and 2 above, provide an assessment of the employment needs of employers, including a description of the knowledge, skills, and abilities required, including credentials and licenses.

Wisconsin's economy continued to grow through 2015. 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 driver 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.

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

Wisconsin Long Term Industry Employment Projections 2012 - 2022 (1) Employment 2012 Projected Employment 2022 Employment Change 2012-2022 Percent Change 2012 - 2022 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 Construction  
 93,197 110,310 17,113 18.36 Manufacturing 453,620 462,784 9,164 2.02 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 Information 46,313 46,878 565 1.22 Financial Activities 162,632 178,554 15,922 9.79  
 Professional and Business Services 289,552 331,641 42,089 14.54 Education and Health Services  
 637,625 708,373 70,748 11.10 Leisure and Hospitality 255,858 279,500 23,642 9.24 Other Services  
 (except Government) 146,986 154,348 7,362 5.01 Government 179,852 182,540 2,688 1.49 (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. Source: Office of  
 Economic Advisors, Wisconsin Department of Workforce Development, August 2014 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. Established  
 industries and occupations showing high growth rates are in the health care and IT fields. Wisconsin  
 Long Term Occupational Employment Projections 2012 - 2022 Occupation Change (2012 - 2022)  
 Average Annual Openings Wage SOC Code SOC Title Employment 2012 (1) Projected Employment  
 2022 Employment Percent Due to Growth Due to Replacements (2) Total (3) Annual 25th Percentile  
 Annual 50th Percentile (Median) Annual 75th Percentile Annual 90th Percentile 000000 Total, All  
 Occupations 3,051,328 3,269,173 217,845 7.14 23,632 71,393 95,025 \$ 22,970.00 \$ 34,350.00 \$  
 52,530.00 \$ 75,980.00 110000 Management Occupations 144,717 156,847 12,130 8.38 1,217 2,965

4,182 \$ 61,400.00 \$ 87,490.00 \$ 120,070.00 \$ 170,570.00 130000 Business and Financial  
 Operations Occupations 146,675 159,193 12,518 8.53 1,320 2,943 4,263 \$ 42,960.00 \$ 56,640.00 \$  
 73,950.00 \$ 94,350.00 132000 Financial Specialists 47,091 50,578 3,487 7.40 360 1,170 1,530 \* \* \*  
 \* 150000 Computer and Mathematical Occupations 65,525 73,173 7,648 11.67 767 1,109 1,876 \$  
 50,550.00 \$ 67,320.00 \$ 86,540.00 \$ 104,760.00 170000 Architecture and Engineering Occupations  
 49,017 51,110 2,093 4.27 240 1,174 1,414 \$ 50,680.00 \$ 64,660.00 \$ 81,300.00 \$ 99,020.00  
 190000 Life, Physical, and Social Science Occupations 24,271 26,290 2,019 8.32 202 719 921 \$  
 39,480.00 \$ 53,170.00 \$ 70,650.00 \$ 93,630.00 210000 Community and Social Service Occupations  
 35,929 38,306 2,377 6.62 238 837 1,075 \$ 30,400.00 \$ 41,100.00 \$ 54,000.00 \$ 66,830.00 230000  
 Legal Occupations 15,176 17,623 2,447 16.12 245 244 489 \$ 43,580.00 \$ 58,550.00 \$ 96,500.00 \$  
 151,790.00 250000 Education, Training, and Library Occupations 182,223 193,297 11,074 6.08  
 1,123 3,805 4,928 \$ 29,480.00 \$ 44,540.00 \$ 61,500.00 \$ 79,340.00 270000 Arts, Design,  
 Entertainment, Sports, and Media Occupations 49,980 53,702 3,722 7.45 421 1,168 1,589 \$  
 27,130.00 \$ 39,990.00 \$ 55,710.00 \$ 75,270.00 290000 Healthcare Practitioners and Technical  
 Occupations 161,312 185,104 23,792 14.75 2,388 3,259 5,647 \$ 45,300.00 \$ 60,280.00 \$ 77,760.00  
 \$ 118,590.00 SOC Code SOC Title Employment 2012 (1) Projected Employment 2022 Employment  
 Percent Due to Growth Due to Replacements (2) Total (3) Annual 25th Percentile Annual 50th  
 Percentile (Median) Annual 75th Percentile Annual 90th Percentile 310000 Healthcare Support  
 Occupations 82,784 93,768 10,984 13.27 1,098 1,577 2,675 \$ 23,370.00 \$ 28,030.00 \$ 33,970.00 \$  
 39,950.00 330000 Protective Service Occupations 54,884 57,383 2,499 4.55 259 1,720 1,979 \$  
 22,500.00 \$ 36,440.00 \$ 53,020.00 \$ 68,480.00 350000 Food Preparation and Serving Related  
 Occupations 232,533 250,831 18,298 7.87 1,838 8,742 10,580 \$ 16,960.00 \$ 18,590.00 \$ 22,290.00  
 \$ 28,620.00 370000 Building and Grounds Cleaning and Maintenance Occupations 102,621  
 115,473 12,852 12.52 1,285 2,108 3,393 \$ 18,600.00 \$ 22,970.00 \$ 29,800.00 \$ 39,210.00 390000  
 Personal Care and Service Occupations 150,668 169,973 19,305 12.81 1,969 2,867 4,836 \$  
 18,540.00 \$ 21,560.00 \$ 24,850.00 \$ 33,510.00 410000 Sales and Related Occupations 281,322  
 293,021 11,699 4.16 1,327 8,458 9,785 \$ 18,560.00 \$ 24,620.00 \$ 43,330.00 \$ 73,450.00 430000  
 Office and Administrative Support Occupations 444,947 465,415 20,468 4.60 2,664 9,921 12,585 \$  
 24,930.00 \$ 32,220.00 \$ 41,000.00 \$ 52,570.00 450000 Farming, Fishing, and Forestry Occupations  
 84,896 81,344 3,552 4.18 10 2,398 2,408 \$ 22,230.00 \$ 28,490.00 \$ 37,020.00 \$ 48,080.00 470000  
 Construction and Extraction Occupations 97,504 112,152 14,648 15.02 1,465 1,598 3,063 \$  
 35,030.00 \$ 46,820.00 \$ 63,750.00 \$ 75,940.00 490000 Installation, Maintenance, and Repair  
 Occupations 108,958 116,661 7,703 7.07 798 2,480 3,278 \$ 32,140.00 \$ 42,000.00 \$ 53,940.00 \$  
 66,960.00 510000 Production Occupations 314,215 324,139 9,924 3.16 1,390 6,211 7,601 \$  
 25,890.00 \$ 33,440.00 \$ 43,060.00 \$ 53,850.00 530000 Transportation and Material Moving  
 Occupations 221,171 234,368 13,197 5.97 1,367 5,091 6,458 \$ 22,230.00 \$ 30,130.00 \$ 39,410.00  
 \$ 50,580.00 Employers' employment needs include health care informatics, robotics, business  
 services surrounding large databases and quantitative expertise, and IT systems design and  
 programming. Some employers have concerns about their inability to find and keep skilled and  
 unskilled workers. While manufacturing employment growth is limited, the shift in occupations and  
 skills is toward automation. The common element in these growing fields is IT knowledge and  
 application, whether it be medical records, accounting software, CNC programming or logistic  
 operations. Businesses are demanding worker skills in three general areas: • Technical skills, • Soft  
 skills, and • Employability skills. These skill sets overlap, despite their operational specificity. For  
 example, technical skills entail computer use, blueprint literacy, and basic math and language skills.  
 Soft skills include listening, conflict resolution, and teamwork. Perhaps most frustrating for many  
 businesses are the 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. The top  
 50 fastest-growing projections are listed in the chart below, which includes typical education for entry  
 and related occupation work. Wisconsin Long Term Occupational Employment Projections with

Required Education 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 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 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 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 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

## B. WORKFORCE ANALYSIS

The Unified or Combined State Plan must include an analysis of the current workforce, including individuals with barriers to employment, as defined in section 3 of WIOA.\* This population must include individuals with disabilities among other groups\*\* in the State and across regions identified by the State. This includes: Individuals with barriers 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. \*\* Veterans, unemployed workers, and youth, and others that the State may identify.

### I. EMPLOYMENT AND UNEMPLOYMENT

Provide an analysis of current employment and unemployment data, including labor force participation rates, and trends in the State.

### II. LABOR MARKET TRENDS

Provide an analysis of key labor market trends, including across existing industries and occupations.

### III. EDUCATION AND SKILL LEVELS OF THE WORKFORCE

Provide an analysis of the educational and skill levels of the workforce.

### IV. SKILL GAPS

Describe apparent 'skill gaps'.

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

Talent Constraints Limit Growth Wisconsin's employment growth was constrained, however, by difficulty finding workers to fill open jobs. Employers statewide have expressed concerns 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 shortage of available workers across all occupations and skill sets, such as retail, customer service, and warehousing. Employers complain about the deficiency in Science, Technology, Engineering and Math (STEM) skills, but also about the lack of "employability" skills: attendance, teamwork, communication, etc. Most firms today are willing to train new employees if only they could find them and retain them.

Quantity Challenge Wisconsin is on the cusp of an unprecedented period of workforce change. The situation is inevitable and the outcome poses enormous challenges for the state's economy. The 12 months of recovery through 2014 have 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 Simulations based upon DWD jobs projections' models indicate a shortage of workers will directly affect Wisconsin's job growth over the next 10 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 simulations are a six percent long-term unemployment rate and 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 incentives were instituted to satisfy spot gaps in one or a few occupations, such as IT, or in the cycles across engineering disciplines. Worker skills could be shifted from a sector with ample workers to one with too few.

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

## 2. WORKFORCE DEVELOPMENT, EDUCATION AND TRAINING ACTIVITIES ANALYSIS

---

The Unified or Combined State Plan must include an analysis of the workforce development activities, including education and training in the State, to address the education and skill needs of the workforce, as identified in *Education and Skill Levels of the Workforce* above, and the employment needs of employers, as identified in *Employers' Employment Needs* 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 required and optional one-stop delivery system partners.\*

---

\* Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (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) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Compensation programs, and YouthBuild.

Required one-stop partners: In addition to the core programs, the following partner programs are required to provide access through the one-stops: Career and Technical Education (CTE) (Perkins), Community Services Block Grant (CSBG), Indian and Native American programs, HUD Employment and Training programs, Job Corps, Local Veterans' Employment Representatives (LVER) and Disabled Veterans' Outreach Program (DVOP), National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF) (unless the Governor determines TANF will not be a required partner), Trade Adjustment Assistance programs, Unemployment Insurance (UI) programs, and Youth-Build.

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

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

Potential providers include these categories:

A. Institutions of higher education that provide a program which leads to a recognized postsecondary credential;

B. Registered Apprenticeship (RA) programs;

C. Other public or private providers of training programs that lead to:

- A recognized post-secondary credential;
- Measurable skill gains toward such a credential or employment.

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

ETPL data is disseminated to the public via the internet (<http://www.wisconsinjobcenter.org/ita>). Selection of the training programs on the ETPL is performed in collaboration with a case manager who captures the transaction in the ASSET record of the participant.

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

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

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

- Training for non-traditional employment;
- On-the-job training (OJT);
- Incumbent worker training;
- Programs that combine workplace training with related instruction, which may include

Cooperative Education Programs;

- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with other services;

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

Training programs offered by community-based organizations (CBO) 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 criteria may include:

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

Through such means as:

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

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

## B. THE STRENGTHS AND WEAKNESSES OF WORKFORCE DEVELOPMENT ACTIVITIES

Provide an analysis of the strengths and weaknesses of the workforce development activities identified in (A) above.

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

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

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

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

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

One notable theme that developed in the strengths and weaknesses analysis was a practice in some instances to "refer out" an individual who may present with a disability directly to DVR. WIOA's emphasis on serving participants who have barriers, multiple barriers and/or severe barriers requires that the state ensure that all job center and WIOA program staff are properly equipped to serve all job seekers or workers looking to find sustainable employment. To the great fortune of the Title 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. The state's WIOA Roundtable, conducted for May of 2015, included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities.

Planning for a WIOA Roundtable 2017 is underway and will be focusing on integration.

Another example of potential weaknesses that can be strengthened through collaboration is with performance. The experience that U.S. Department of Labor (DOL) funded core programs have in development of performance goal setting, including economic analysis, can be shared with the core programs funded by the 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 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 RA program and hearty OJT programs that meet industry demands, our pursuit becomes one of continuous improvement. The structure developed by Governor Scott Walker for 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 11 Local WDBs. Wisconsin's local WDBs and their partners have all strived to find innovative methods of serving participants and employers in local and regional talent development ecosystems. When successful, they have developed model programming that can be promulgated through CWI. When program design has not produced desired results, the local providers have adjusted, refined, and shared their lessons.

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

Adult Basic Education (ABE) and English Language services are the statutory responsibility of the Wisconsin Technical College System (WTCS) and its 16 colleges (statewide system). Additionally,

many CBO, literacy councils, and county jails, some of who receive funding through the competitive Adult Education and Family Literacy Act (AEFLA) grants process, assist in the provision of these services. Thus, the entire state is covered.

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

DVR supports a "dual-customer" approach to service delivery; serving both individuals with disabilities who want to work and the businesses who want to connect to this talent pool. DVR offers services to businesses that include outreach, follow along, and customized services geared toward meeting business needs. DVR Business Services are part of a collaborative workforce solutions system that also includes other state agencies and workforce partners. DVR Business Services team members participate in collaborative training with other business services professionals to ensure a shared understanding of the various programs and services available to business, share best practices, and work toward a consistent service delivery strategy statewide. Business services professionals representing various programs and services serve on a local Business services Team, and use a shared business relationship (account) management system in order to effectively communicative activities with businesses in real-time.

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

DWD's DET, Office of Veterans Services (OVS) is funded by the DOL Veterans and Training Services, Jobs for Veterans State Grant (JVSG). During FY 2017, OVS will have 41 staff funded by the JVSG. The DET manages the JVSG from Central Office in Madison where one Director is housed. This individual provides overall guidance, direction, and oversight and reports to Division Leadership. Three JVSG funded supervisors are stationed within three regions of the state and provide day to day supervision of LVER and DVOP staff. All DVOP or LVER staff are integrated within job centers throughout the state. OVS management staff ensure all LVER and DVOP staff possess knowledge of requirements specified by Title U.S.C. Chapter 31 requirements and guidance provided through DOL Veteran Program letters. LVERs and DVOPs are fully integrated within Job Center operations. LVERs are fully integrated within the business service teams and conduct employer outreach as members of that team.

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

The workforce development system proved it had significant capacity to meet the Workforce Investment Act (WIA) common measures during PY14 and PY15. For the first time in Wisconsin's WIA history, in PY15, each local WDB met 100% of its measures. The adult systems have demonstrated the capacity to make appropriate job placements, prepare workers for long term retention in jobs and the ability to achieve adequate earnings. The youth system has mastered the art of job and education placement, assisting youth in achieving credentials and certificates and has exceeded expectations in assisting out of school basic skills deficient youth to make reading or math ability gains. The workforce development system will continue to use its established capacity to prepare its participant stakeholders to achieve excellent outcomes in job placements, credential attainment, post exit earnings, measurable skills gains as well as effectively serve its employer stakeholders.

---

## B. STATE STRATEGIC VISION AND GOALS

---

The Unified or Combined State Plan must include the State's strategic vision and goals for developing its workforce and meeting employer needs in order to support economic growth and economic self-sufficiency. This must include—

## 1. VISION

---

Describe the State's strategic vision for its workforce development system.

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

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

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

## 2. GOALS

---

Describe the goals for achieving this vision based on the above analysis of the State's economic conditions, workforce, and workforce development activities. This must include—

- Goals for preparing an educated and skilled workforce, including preparing youth and individuals with barriers of employment\* and other populations.\*\*
- Goals for meeting the skilled workforce needs of employers.

---

\* 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.

\*\* Veterans, unemployed workers, and youth and any other populations identified by the State.

Wisconsin's goals for the talent development system. Access

A primary goal for Wisconsin is a system that is fully accessible to any Wisconsin resident. Access is defined not only physically but programmatically. An objective of this goal is the concept of "no wrong door" within job centers, meaning that an individual seeking assistance at a job center will be welcomed at any point of intake. The state's common intake policy will reinforce this. No wrong door is important in ensuring that an individual with a "barrier" to employment, such as age or disability status, will not be routed prematurely to a particular program without informed customer choice and an accurate assessment of how s/he might be best served.

Alignment

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

Accountability

Wisconsin's WIOA programs will have successful outcomes that provide participants with access to stackable credentials and appropriate training and or employment services to achieve and maintain self-sufficiency. These outcomes shall demonstrate continuous improvement and responsiveness to

changing economic conditions. The CWI is developing balanced scorecards that will be shared at quarterly meetings to convey outcomes effectively on federal performance outcomes, as well as additional state metrics. Goals for meeting the skilled workforce needs of employers. Access

More employers from all sectors, of all sizes, and from all regions shall engage in activities with Wisconsin's talent development system. Engagement will be led by 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 WDB, 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. 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](http://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.

## 4. ASSESSMENT

---

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

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

The state workforce board will conduct further assessments through use of a balanced scorecard that includes each WIOA partner program. The balanced scorecard is updated and presented to the state workforce board on a quarterly basis. The scorecard's purpose is to assess the overall effectiveness of the workforce system and its programs at meeting the state's strategy. The scorecards illuminate strengths and weaknesses of the workforce system beyond performance metrics. The state workforce board and the state's workforce agencies are the primary audiences. The Wisconsin Employment Scorecard and the Wisconsin Talent Development Scorecard were presented to the CWI.

The Wisconsin Employment Scorecard assesses Workforce Projections and Forecasts, Job Openings and Placements, Workforce Program Outcomes and State General Purpose Revenue (GPR) Investments. Metrics describing the effectiveness of the accountability, access and alignment of WIOA Titles I, II, III, IV, Trade Adjustment Assistance Act (TAA) and JVSGs programs are presented through the balanced scorecard. This scorecard provides committee members and program managers the ability to visualize in-demand industries, resources and outcomes. This scorecard reveals where opportunities for continuous improvement in the economic and job environment are in Wisconsin. The Talent Development Scorecards assesses Career and Job Events, Business Services Outcomes, Sector Strategies and Pathways and Partnerships.

This scorecard assists the core programs in leveraging infrastructure to meet the demands of the state's employers and workforce participants. CWI will make informed recommendations for action such as state legislation that augments WIOA efforts. In early 2016, Wisconsin's Internship Coordination Bill, originally a recommendation of CWI, became law. This act improves coordination between institutions of higher education and employers to increase the number of students who are placed with employers for internships. Recommendations such as the Internship Coordination Act provide value for all actors in the workforce system. Core program managers are provided data on the balanced scorecard to adjust and prioritize resources to enable optimal outcomes, drive policies designed to make quality improvements and reveal opportunities for continuous improvement.

---

## C. STATE STRATEGY

---

The Unified or 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 in Section (a).

1. DESCRIBE THE STRATEGIES THE STATE WILL IMPLEMENT, INCLUDING INDUSTRY OR SECTOR PARTNERSHIPS RELATED TO IN-DEMAND INDUSTRY SECTORS AND OCCUPATIONS AND CAREER PATHWAYS, AS REQUIRED BY WIOA SECTION 101(D)(3)(B), (D). "CAREER PATHWAY" IS DEFINED AT WIOA SECTION 3(7). "IN-DEMAND INDUSTRY SECTOR OR OCCUPATION" IS DEFINED AT WIOA SECTION 3(23).

---

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

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

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. Regional sector partnerships are not defined by artificial geographic boundaries. Rather, they are determined through labor market analysis. Business service teams will represent the one-stop system to offer a coordinated set of services through the inclusion of all WIOA stakeholders.

In partnership with the Dislocated Worker Program, TAA plans to utilize strong assessments to identify TAA job seeker barriers, talent requirements and training needs, through the use of labor market information.

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 DOL and called Advancing Careers of TAA and Transitions or ACT2. The Wisconsin Career Pathways Committee includes representation from the WTCS, DWD, the Wisconsin Department of Public Instruction (DPI), the Wisconsin Workforce Development Association (WWDA), and the Wisconsin Economic Development Corporation (WEDC). The active participation of the partners of the Wisconsin Career Pathways Committee ensures that career pathways in Wisconsin are industry-driven and support students and job seekers of all ages, backgrounds, and abilities.

In order to collaborate successfully across agencies, systems, and clients, we will provide guidance and align practices between stakeholders (including business and industry) and engage in information sharing as allowed. We will take career pathways to scale using coordinated learning and professional development for system, partner agency and training/education staff. Professional development will include ensuring accessibility to individuals with barriers to employment. The state acknowledges the role that local WDBs play in supporting access to career pathways through job centers and programs. WIOA makes clear that WDBs "shall lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services..." Wisconsin's WDBs have astutely synced career pathways with sector strategies and the investments the WDBs make into career pathways at local technical colleges and through sector strategy teams are vital to this state strategy.

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

Technical colleges will continue to rely on advisory committees made up of local business and industry to develop and support new programs and new career pathways. In addition, technical colleges will work with local workforce boards and job centers to 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 CTE Office provides 16 career clusters of occupations with 79 pathways with validated standards that ensure opportunities for all students.

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

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

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

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.

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

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

The combined state plan partners are as follows:

- Title 1 programs
- Wagner-Peyser (WP)
- AEFLA Program
- TAA for Workers Program
- JVSP Program
- DVR

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

WIOA core partners will respect the privacy and diverse nature of the clients being served. The partners will develop a robust privacy policy. Job seekers will be informed of the two purposes for sharing information:

1) aggregated information that does not contain personally identifiable information will be shared for the purposes of program improvement and federal reporting, and

2) client-specific information that staff in core partners may access for the purposes of identifying appropriate services within the partner's programs and making relevant referrals to other partners' services. Job seekers may limit the sharing of their information with other core partners for the

purpose of services and referrals but may not limit the sharing of aggregated data. All program staff in all WIOA core partners will be trained on the privacy policy.

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

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

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

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

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

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

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

We will improve coordination and integration of business services among the WIOA partners at the local and state level to streamline and strengthen communication, improve efficacy, and provide

seamless transitions between program services. Through these efforts we will maximize our employer base and enhance outreach.

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

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

- Adoption of customer-centered design when

1) engaging with employers, and 2) planning, implementing, and improving WIOA-funded programs; and

- Empowerment of WIOA participants to increase their financial capability beyond financial literacy by better connecting them with appropriate financial products and services so that they can take action for their financial security.

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

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

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

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

2. DESCRIBE THE STRATEGIES THE STATE WILL USE TO ALIGN THE CORE PROGRAMS, ANY COMBINED STATE PLAN PARTNER PROGRAMS INCLUDED IN THIS PLAN, REQUIRED AND OPTIONAL ONE-STOP PARTNER PROGRAMS, AND ANY OTHER RESOURCES AVAILABLE TO THE STATE TO ACHIEVE FULLY INTEGRATED CUSTOMER SERVICES CONSISTENT WITH THE STRATEGIC VISION AND GOALS DESCRIBED ABOVE. ALSO DESCRIBE STRATEGIES TO STRENGTHEN WORKFORCE DEVELOPMENT ACTIVITIES IN REGARD TO WEAKNESSES IDENTIFIED IN SECTION II(A)(2).

---

To provide context for Wisconsin's strategies to align WIOA programs and partners, some background information on WIOA Implementation is provided below. Of the core programs of WIOA, Title I, WP and Vocational Rehabilitation services are administered by Wisconsin DWD, while Title II is administered by the WTCS. A WIOA Executive Committee was formed in the fall of 2014, and its members included DWD Secretary Newson, WTCS President Morna Foy, Administrators from the DWD- DET, DVR, and UI, 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 WDB staff and members, and stakeholders from the economic development system. The event served as a means of communicating to partners that Wisconsin has One System of talent development.

On March 20, 2015, Governor Scott Walker issued Executive Order 152, which reconstituted the CWI. The order noted that Wisconsin's talent development system is responsive to employer needs, drawing on the strong partnerships that exist between businesses and state workforce development, economic development, and education providers and directed all cabinet-level state agencies to collaborate with CWI and the Wisconsin 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 TAA and the 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 UI 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 WDBs, so that the groups' work would be informed by a variety of viewpoints. Following the issuance of proposed rulemaking, those workgroups reviewed the proposed regulations. Additionally, ten functional workgroups reviewed the legislation and proposed regulation reports and developed operational recommendations for the WIOA Review Committee's consideration.

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

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

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

The WIOA roundtable held in May 2015, reached a large audience from all programs to come together to share best practices and cross training. The WIOA roundtable brought practitioners and policy makers together

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

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

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

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

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

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

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

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

### III. OPERATIONAL PLANNING ELEMENTS

---

The Unified or Combined State Plan must include an Operational Planning Elements section that support 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 four times per year in advance of Council meetings and as needed upon the call of the committee co-chairs.

### Talent Development and Planning Committee

o 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. • Review outcomes and suggest modifications to the CWI Strategic Plan. o 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. o 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

o 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. o 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. o 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.

## 2. IMPLEMENTATION OF STATE STRATEGY

---

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

### A. CORE PROGRAM ACTIVITIES TO IMPLEMENT THE STATE'S STRATEGY

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

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

The WIOA Leadership Team functionalizes the collaborative activities and maintains several cross-agency teams that work on WIOA details, including 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 WDBs.

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 WDBs by content experts to answer questions and facilitate collaboration. In addition, information will be provided to DPI and local school and technical college districts on WIOA partner collaboration.

Specific approaches the State will use to implement the State's 4 key strategies (Sector Partnerships, Career pathways, cross-program Data Coordination's and Job Driven Investment). The following committees/teams will oversee the development of a strategic framework for the 4 key strategies: Partnership and development and Resource Alignment Committee, The Wisconsin career Pathways committee, WIOA Core Partners and the WIOA Executive Committee.

The funded activities of the core program and combined partner programs will be cost allocated and include the following

- Title I WP Program
- Vocational Rehabilitation Program
- AEFLA Program
- TAA for Workers Program

- JVSGs Program

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

## B. ALIGNMENT WITH ACTIVITIES OUTSIDE THE PLAN

Describe how the activities identified in (A) will be aligned with programs and activities provided by required 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.

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

Specifically, the Partnership Development and Resource Alignment Committee have 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.

Then DWD Secretary Newson appointed State level leadership of the following programs to the committee in order to formalize their input into the workforce development system: 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 DVR, and DWD's OVS.

In PY14, DWD signed a MOU with the Wisconsin DPI around Academic and Career Planning (ACP). 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 prepare them for the job market. It is the intention of both DWD and DOC to see this project expand to all of Wisconsin's state correctional facilities.

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

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

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

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

WIOA local staff and ATRs both Sales Force for communication purposes as it relates to outreach to employers. RA staff will engage apprentice sponsors to register with on ITPL. Wisconsin received an American Apprenticeship Grant and the activities associated with this Grant will position Wisconsin's WIOA and RA partnership far into the future

The WIOA recognizes the Senior Community Services Employment Program (SCSEP) as a required job center partner. The SCSEP, which is known as the Wisconsin Senior Employment Program (WISE) provides part-time on-the-job subsidized training in community service assignments for unemployed, low-income older persons who are 55 years of age and older whose prospects for employment are poor and who have the greatest economic and social need.

DWD-DET, which Administers the Title 1B Programs and the Bureau of Aging and Disability Resources (BADR), DHS staff met to better facilitate and define collaborative activities for older

Workers through the WIOA Combined State Plan for PY16. The two bureaus will continue to work on the following:

- Provide cross-program coordination and alignment with SCSEP and other WIOA programs to promote a better understanding of each other's role in assisting older workers.
- Promote WIOA co-enrollments with the SCSEP program for older adults who meet eligibility criteria.
- Plan meeting(s) with WDB leadership, Title 1B staff, DWD Local Program Liaisons, and the SCSEP Coordinator along with designated national grantees/subgrantees who serve the older people within their WDAs to discuss how co-enrollments and other services can be aligned and a unified, working partnership created between them.
- Collaborating on a presentation to WDBs about serving older adults and the SCSEP program at the WIOA Roundtable in May 2016.

The results of this collaboration between WIOA and SCSEP will enable older workers to utilize services available to them to seek permanent employment using the various resources available to them through this partnership. DWD-DET's Bureau of Workforce Training (BWT), which oversees the Title 1B programs, is particularly interested in developing a strong relationship with the Food Share Employment and Training (FSET) program administered by the Wisconsin DHS. BWT commits to developing an actionable partnership plan collaboratively with FSET prior to PY16, so that the programs are better aligned for the potential success of FSET participant

### 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 required and optional one-stop partner programs will coordinate activities and resources to provide comprehensive, high-quality, customer-centered services, including supportive services to individuals including those populations identified in section II(a)(1)(B). The activities described shall conform to the statutory requirements of each program.

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

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

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

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

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

These services include a comprehensive assessment, and an individualized employment plan. 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.

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

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

UI and DET Services are both under the umbrella of the DWD. Although under the umbrella of the DWD, 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 notifies UI of eligibility issues when they arise; adjudicators are then notified to work directly with the claimant, either over the phone, or in person when possible. Dialogue between UI and Job Service leadership results in shared and agreed upon best practices, training and processes to assist in the parameters of eligibility issues and when it is best to work with UI staff. When there are changes and/or eligibility issues that are to be addressed by Job Service and WIOA staff.

In addition to specific training targeted to eligibility issues, step by step instructions are provided as well as information as to when UI must be called for eligibility issues for further consultation and adjudication. Written guidance letters and processes are available via webinars, conference calls and informational printed materials.

To the great fortune of the Title I providers, Wisconsin DWD's DVR has developed and established practical strategies to serve those who have disabilities. Other partners have similarly established practices that have demonstrated success for serving individuals with other barriers. The state's

WIOA Roundtable included training sessions on these successful strategies and information sharing by partners, including DVR, available to all attendees. The state is pleased to have partners willing to share their knowledge and expertise so that customers can be better served. The expectation of combined state plan program partners is that all programs will serve people with disabilities.

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

This initiative is designed to access state limited term employment (LTE) positions to expand the number of state employment opportunities that contribute to the skills and work experience of persons with disabilities served by DVR. The goal of the OJT LTE paid internship is that upon successful completion, 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.

Over the past two years, DVR has initiated purchase of service activities with the local boards for summer youth employment. DVR is involved with job center partners in planning and coordinating services to youth, and serves on local committees with workforce partners focused on such areas as services to youth, youth apprenticeship (YA) and transition activities. There is also an innovation and expansion grant with Title 3 WP staff in specialized job development services which has produced good results.

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

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

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

These areas include the following:

- Reading, writing and numeracy for grades 0 - 12.9
- English language - 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, and 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 CBO (including connection to family literacy, etc.)

#### D. COORDINATION, ALIGNMENT AND PROVISION OF SERVICES TO EMPLOYERS

Describe how the entities carrying out the respective core programs, any Combined State Plan partner program included in this plan, required 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.

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

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

Title III WP has a leading role in maintain and ensuring the integrated business services reporting tool. The State mandates local boards to keep core programs on Business service teams. They meet regularly to coordinate business services and report on services provided into an integrated business services data system.

They report on collaborative efforts, services provided to employers, outreach and business contacts such as job fairs, hiring events and on site employer recruitments.

The WIOA Performance Accountability Committee will be monitoring the results of the employer effectiveness measure and will use the results of analysis to inform businesses service teams to help them with continuous improvements.

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 PY14, 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 2017.

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

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

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 multi-title, functional WIOA workgroup led by a DWD-DVR staff person.

Business services professionals representing various programs and services serve on a local Business services Team, and use a shared business relationship (account) management system in order to effectively communicate activities with businesses in real-time. DVR is represented on local business service teams primarily through its business service consultants. Business Services professionals participate in collaborative training with other partners.

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

Additionally, state agencies began convening in PY15 at the direction of Governor Walker to create a one-stop portal for businesses to ensure that all employers, including small businesses, can learn about available services and programs. While this project is in early stages, it has the potential to be invaluable to helping businesses find talent.

## E. PARTNER ENGAGEMENT WITH EDUCATIONAL INSTITUTIONS

Describe how the State's Strategies will engage the State's 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. WIOA section 102(b)(2)(B)(iv).

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 eligible for reimbursement under these grants.

## F. PARTNER ENGAGEMENT WITH OTHER EDUCATION AND TRAINING PROVIDERS.

Describe how the State's Strategies will engage the State's other education and training providers, including providers on the state's eligible training provider list, as partners in the workforce development system to create a job-driven education and training system.

Wisconsin continues to place emphasis on alignment of workforce development resources with higher education, following the shared objective of successful employment outcomes for our common customers. The policy objectives for Wisconsin's Eligible Training Provider List (ETPL) were modified to reinforce a long-standing partnership with the 16 districts of the Wisconsin Technical College System, and include the 26 campuses in the University of Wisconsin System, the 24 Wisconsin Association of Independent Colleges and Universities member schools, and the 251 private post-secondary institutions under the oversight of the Wisconsin Educational Approval Board.

Since its onset, the Wisconsin ETPL has served as an open marketplace for innovative approaches to training program content and delivery methods, and has been responsive to technological improvements in training delivery modalities. The revised policy objectives remain responsive to innovation, improve focus on industry sector and occupational pull demand, and strengthen connections with the agencies responsible for apprenticeship and licensed occupation training.

The leadership framework for the State within the Department of Workforce Development (DWD) and the Division of Employment and Training (DET) has leveraged federal and state financial resources and in-kind support to carry out the sector strategies, and promote dialog between employers, workers, training providers, and agencies serving shared core constituents, and the mutual objectives of closing skill gaps, developing career pathways within industry, addressing

needs of special populations (low-income populations or those with barriers to employment), and aligning curricula and programs in response to demand.

## G. LEVERAGING RESOURCES TO INCREASE EDUCATIONAL ACCESS

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

Governor Scott Walker's 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:

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](http://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."

## H. 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.

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

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

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

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

Registered Apprenticeship Access to Postsecondary Credentials is improved with the increased collaboration through the WTCS and Career Pathways...etc.

In addition, this access is strengthened with the increased partnership with apprenticeship in several areas.

- Pre-Apprenticeship-The WI Apprenticeship Advisory Council recently approved a formal Apprenticeship Readiness Program which includes several credentials including OSHA 10 and First AID CPR. At program completion the trainees also receive a completion award, which can be leveraged in the RA program.
- WI YA Program is also has built in credentials, including a completion certificate. A Bridge program has been built that allows youth apprentices to receive advanced standing in RA based on the YA documented employment and related instruction.
- RA issues completion certificate for the completion of an apprenticeship program when on the job training and related technical instruction. In addition, RA may have interim credentials. With interim credentials may be given for competencies or specific work processes. Credentials may also be

awarded when these credentials have been made a part of the apprenticeship program; such as, NIMS or MSSC OSHA 10 and/or 30 and the certification for welders.

## I. COORDINATING WITH ECONOMIC DEVELOPMENT STRATEGIES.

Describe how the activities identified in (A) will be coordinated with economic development entities, strategies and activities in the State.

Coordination with economic development is led by CWI. The Chief Executive Officer of 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 CWI's 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.

The CWI Policy Analyst provides the CWI with staff support, administrative assistance and policy advisement. The CWI Analyst creates agendas for the councils meetings as well as both subcommittees. The Policy Analyst also updates everyone on workforce issues and WIOA performance data. The Administrative assistant manages the CWI's emails, contact information, budgets and secures locations for council meetings. The state also has a Policy Advisor who works closely with the boards and the state strategic plan.

CWI is tasked with aligning Wisconsin's talent and workforce development initiatives with its economic development strategies, using the 21 strategic recommendations. (See appendix add pg. 40 of CWI binder.) The 21 Strategic recommendations address a broad range of challenges currently facing Wisconsin's workforce and talent development system. The state realizes that in order for there to be economic growth that we need to have these strategies in place to help align education, workforce development, economic development and meet industry demand. By doing this the state will:

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

Core program activities are coordinated with economic development entities through partner representation on statewide business service teams. Business service teams include representatives from all of the core programs and combined partners of the State Plan. Coordinated business service activities are shared by using the coordinated Business Services communication tool and JCW platforms. The Governor's Executive Order 152 states the following:

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

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

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

All core partners encourage Business Services Teams to participate in area groups and organizations that also strive to meet business needs. As such, Business Services Teams join State Human Resources Membership groups, Chambers, High School Transition Advisory Groups, and other organizations that are aligned with agency goals. The state of Wisconsin recognizes veterans as a valuable, talented and skilled workforce, and to that end is committed to increasing the number of military service members and veterans living and working in Wisconsin.

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

Services provided by staff of the Job Centers include information about the Wisconsin labor market, the current and anticipated economic growth, training opportunities, as well as information occupations in demand. Services available in one-stop centers, online, and in various outreach locations include resources that provide real-time labor market information veterans can use to make educated decisions for career planning. Beyond the existing services provided at the job centers, DVOPs conduct outreach at locations throughout the state in order to locate veterans with SBE. These locations include Veterans Administration facilities, County Veterans Service Offices, Veterans Service Organizations, Native American Tribal functions and military reintegration events. Once veterans with significant barriers are identified, the DVOPs ensure they receive the necessary individualized career services they need to enter employment.

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

Wisconsin State Government funds Wisconsin Apprenticeship Programs through GPR. These funds are used to support all RA staffing and related activities. The current RA staffing level is nineteen

(19), with 13 local apprenticeship representatives. Local staff have been working with area Business service teams with the implementation of WIOA will be exploring additional partnership activities with the Workforce Staff at the local level.

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

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

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

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

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

---

## B. STATE OPERATING SYSTEMS AND POLICIES

---

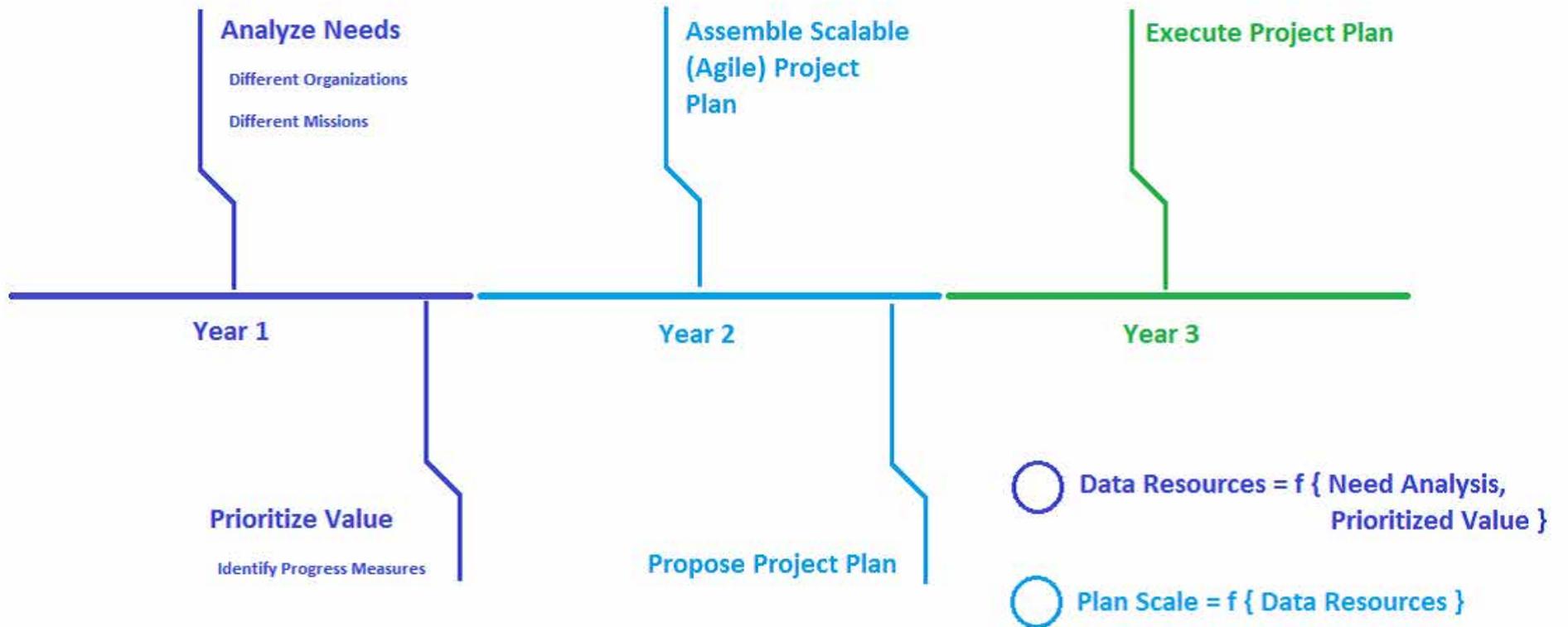
The Unified or Combined State Plan must include a description of the State operating systems and policies that will support the implementation of the State strategy described in **Section II Strategic Elements** . This includes—

1. THE STATE OPERATING SYSTEMS THAT WILL SUPPORT THE IMPLEMENTATION OF THE STATE'S STRATEGIES. THIS MUST INCLUDE A DESCRIPTION OF-

---

A. STATE OPERATING SYSTEMS THAT SUPPORT COORDINATED IMPLEMENTATION OF STATE STRATEGIES (E.G., LABOR MARKET INFORMATION SYSTEMS, DATA SYSTEMS, COMMUNICATION SYSTEMS, CASE-MANAGEMENT SYSTEMS, JOB BANKS, ETC.).

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



The State intends to analyze what is needed, what is valuable, and what is currently in place to build a scalable (agile) project plan, with the early wins being those of the biggest value to all of the partners. The state will conduct that analysis in PY16 and PY17, with implementation beginning in PY17. This thorough analysis will ensure that the work done is cost efficient and builds on past successes and lessons of the partners. Data integration, 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 state will build upon research already accomplished developing a recent application for WIF grant. We are evaluating the integrated Workforce registration tool developed by NSWA Information Technology Support Center (ITSC).

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

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and chief elected officials (CEO) to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the DOL and DOE 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. DATA-COLLECTION AND REPORTING PROCESSES USED FOR ALL PROGRAMS AND ACTIVITIES, INCLUDING THOSE PRESENT IN ONE-STOP CENTERS\*.**

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.

\* For the PY 2016 state plan, descriptions of data collection and reporting processes need only include currently known indicators.

2. THE STATE POLICIES THAT WILL SUPPORT THE IMPLEMENTATION OF THE STATE'S STRATEGIES (E.G., CO-ENROLLMENT POLICIES AND UNIVERSAL INTAKE PROCESSES WHERE APPROPRIATE). IN ADDITION, DESCRIBE THE STATE'S PROCESS FOR DEVELOPING GUIDELINES FOR STATE-ADMINISTERED ONE-STOP PARTNER PROGRAMS' CONTRIBUTIONS TO A ONE-STOP DELIVERY SYSTEM, INCLUDING BENCHMARKS, AND ITS GUIDANCE TO ASSIST LOCAL BOARDS, CHIEF ELECTED OFFICIALS, AND LOCAL ONE-STOP PARTNERS IN DETERMINING EQUITABLE AND STABLE METHODS OF FUNDING INFRASTRUCTURE IN ACCORDANCE WITH SEC. 121(H)(1)(B). BEGINNING WITH THE STATE PLAN MODIFICATION IN 2018 AND FOR SUBSEQUENT STATE PLANS AND STATE PLAN MODIFICATIONS, THE STATE MUST ALSO INCLUDE SUCH GUIDELINES.

---

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.

The state has in draft form "Wisconsin Job Center System Guidance" which includes the WIOA vision of one stops, procedures for partners to follow, MOU'S requirements and MOU templates, a thorough review of all lease agreements, sample cost allocation methodologies and, resource sharing agreements and budget templates. It will also include the procedure for funding one stop infrastructure.

The State's timeline for this is as follows:

- August-September 2016, review final regulations and coordinate with partners
- October 2016, review the final draft by asking for input from local boards and the legal review process.
- November 2016, the state will issue its final guidance.
- July 1, 2017, all "Job Center Guidance" completely vetted and in place.

Throughout PY 2016 the core programs and combined partners will review and rescind WIA policies and implement WIOA policies. Core partners have developed workgroups and timelines to ensure a thorough review of the WIOA final regulations to help establish WIOA policies

### 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 DWD.

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

DWD Vision: Building the workforce to move Wisconsin forward.

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

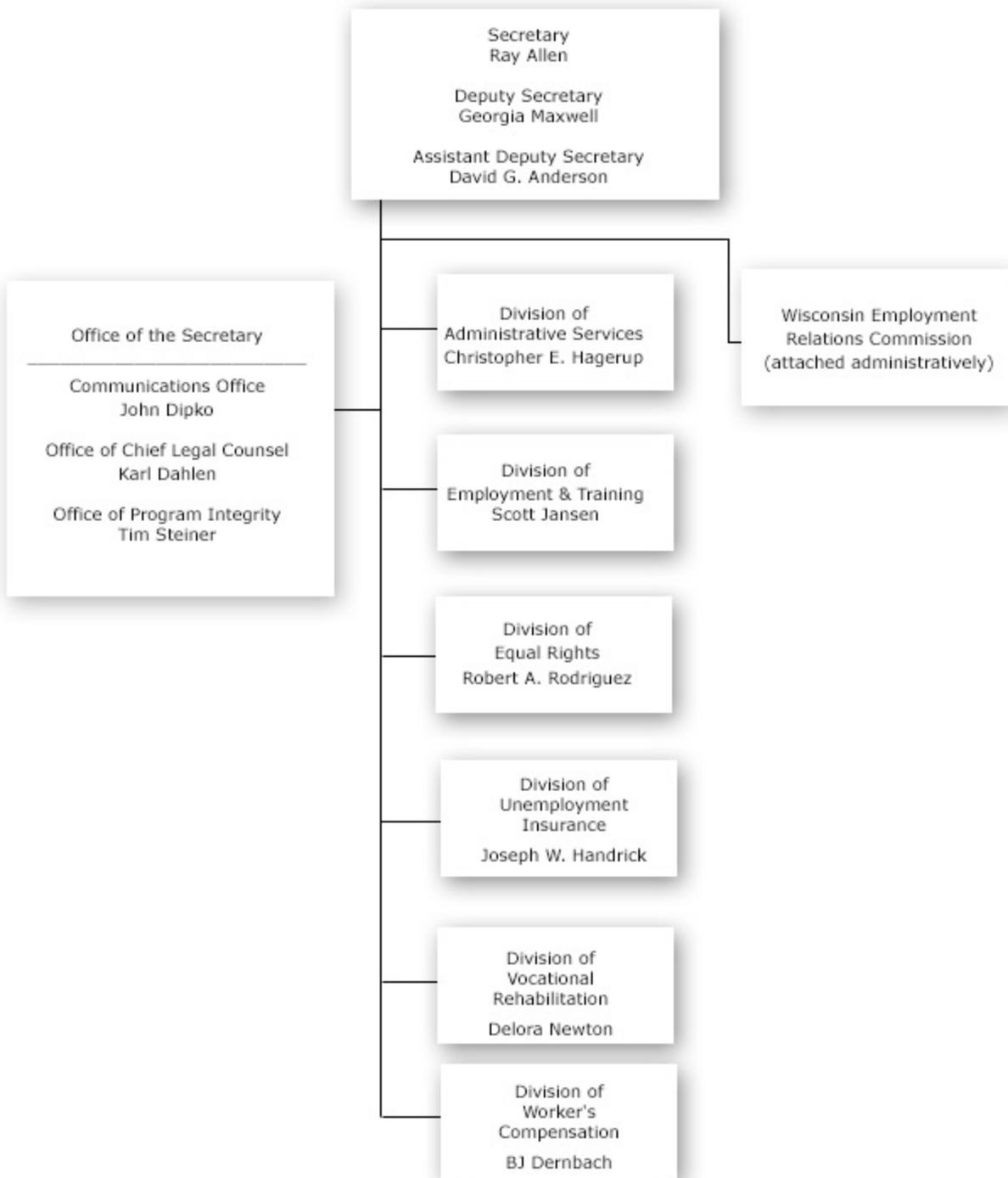
The Department's primary responsibilities include providing job services, training and employment assistance to people looking for work, at the same time as it works with employers on finding the necessary workers to fill current job openings.

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 tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring workers compensation claims are paid in accordance with the law.

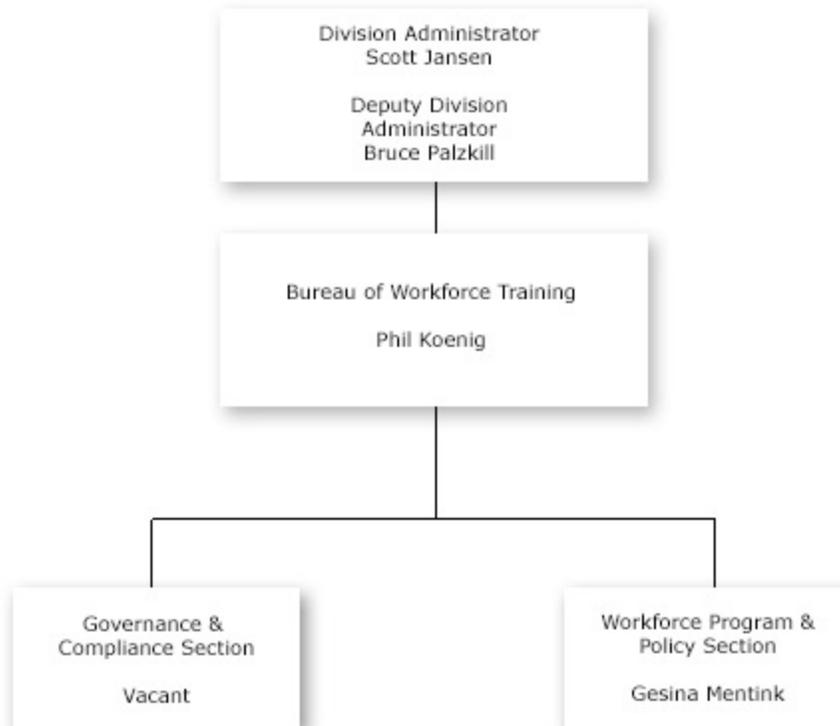
There are six divisions within DWD, which is headed by a Secretary appointed by the Governor.

Within DET the following programs are aligned under DET Title 1, Title III, JSVG and TAA. Also under DWD is DVR. Title II is aligned with the WTCS. The office of student success is responsible for administration managing the Title II ABE program for the state of Wisconsin.

DWD Organizational Chart



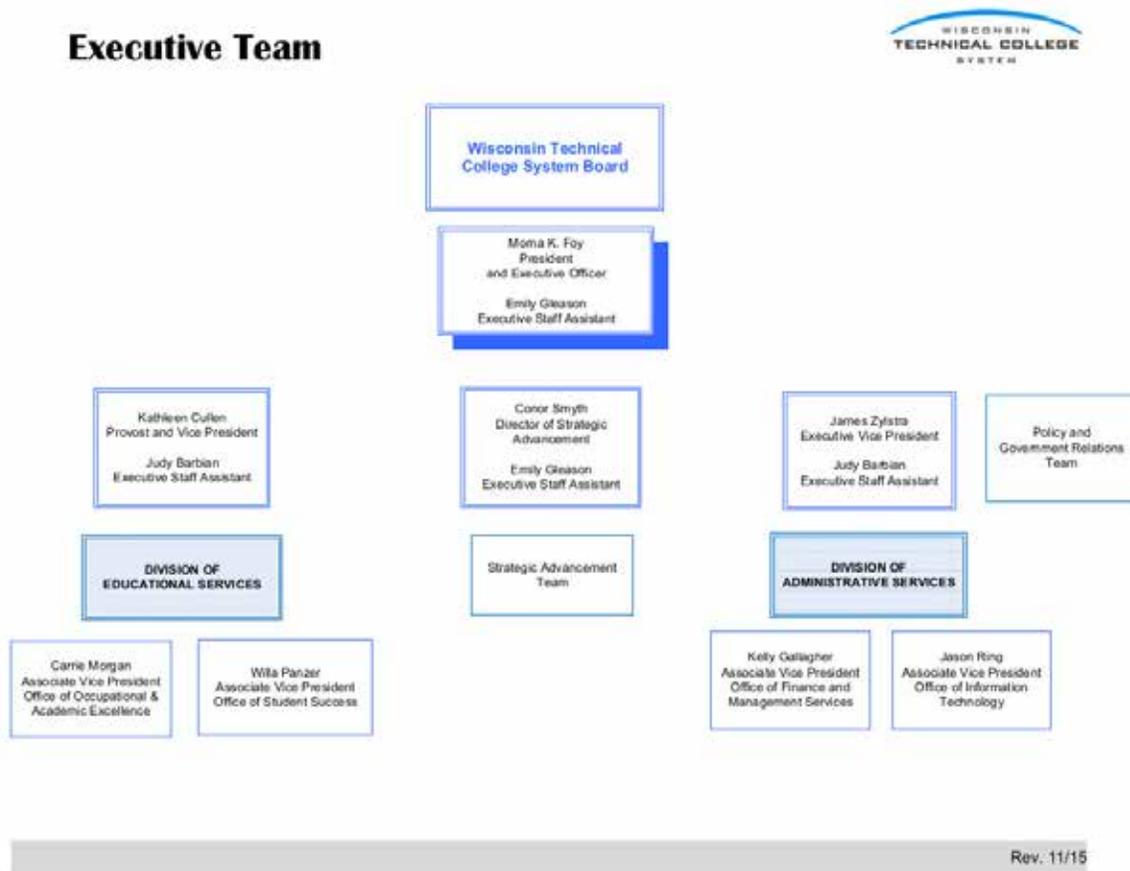
Title I Organizational Chart



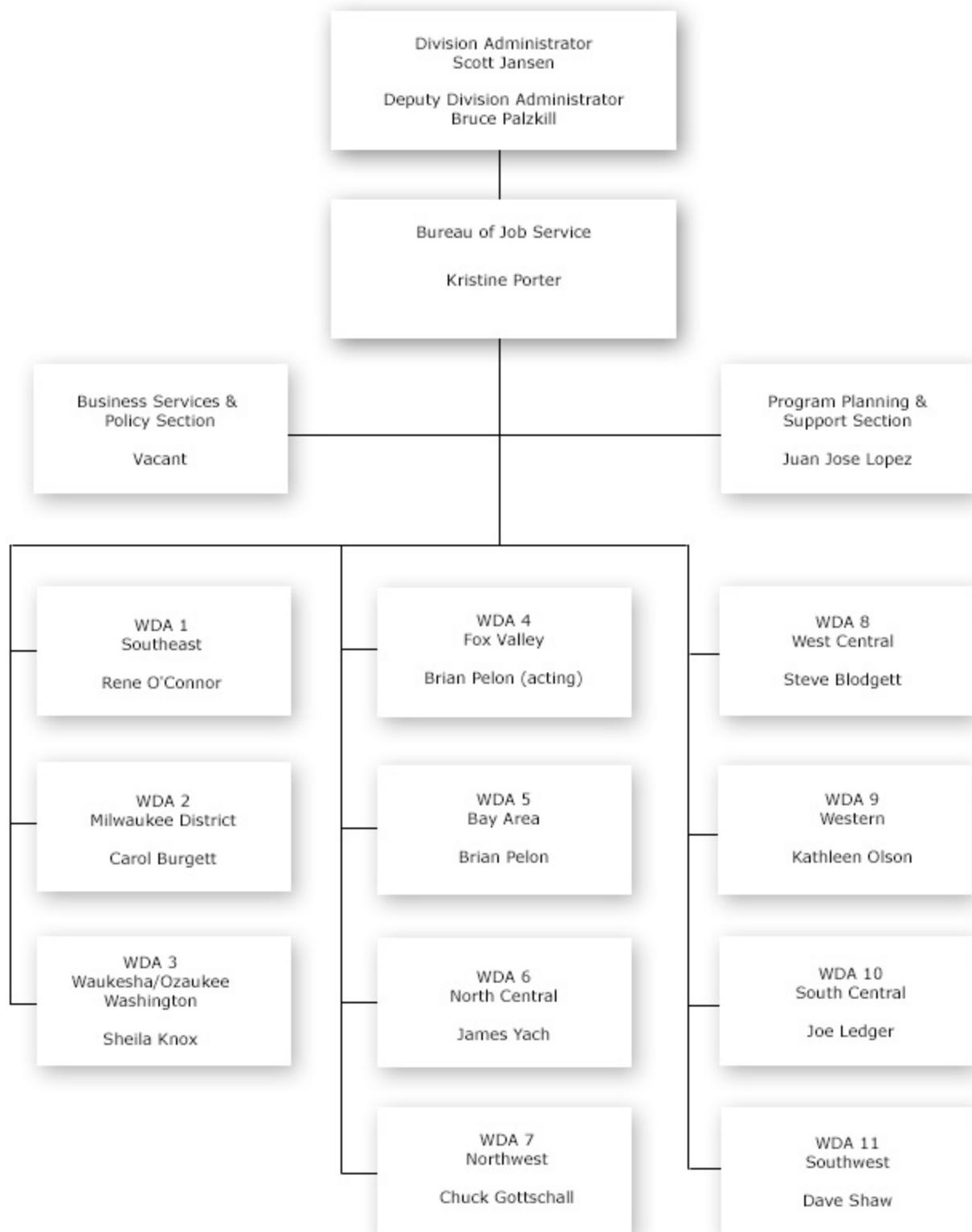
All activities funded by WIOA Title II are authorized, approved and overseen by the WTCS Board, AVP of Office of Student Success, and ABE staff.

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

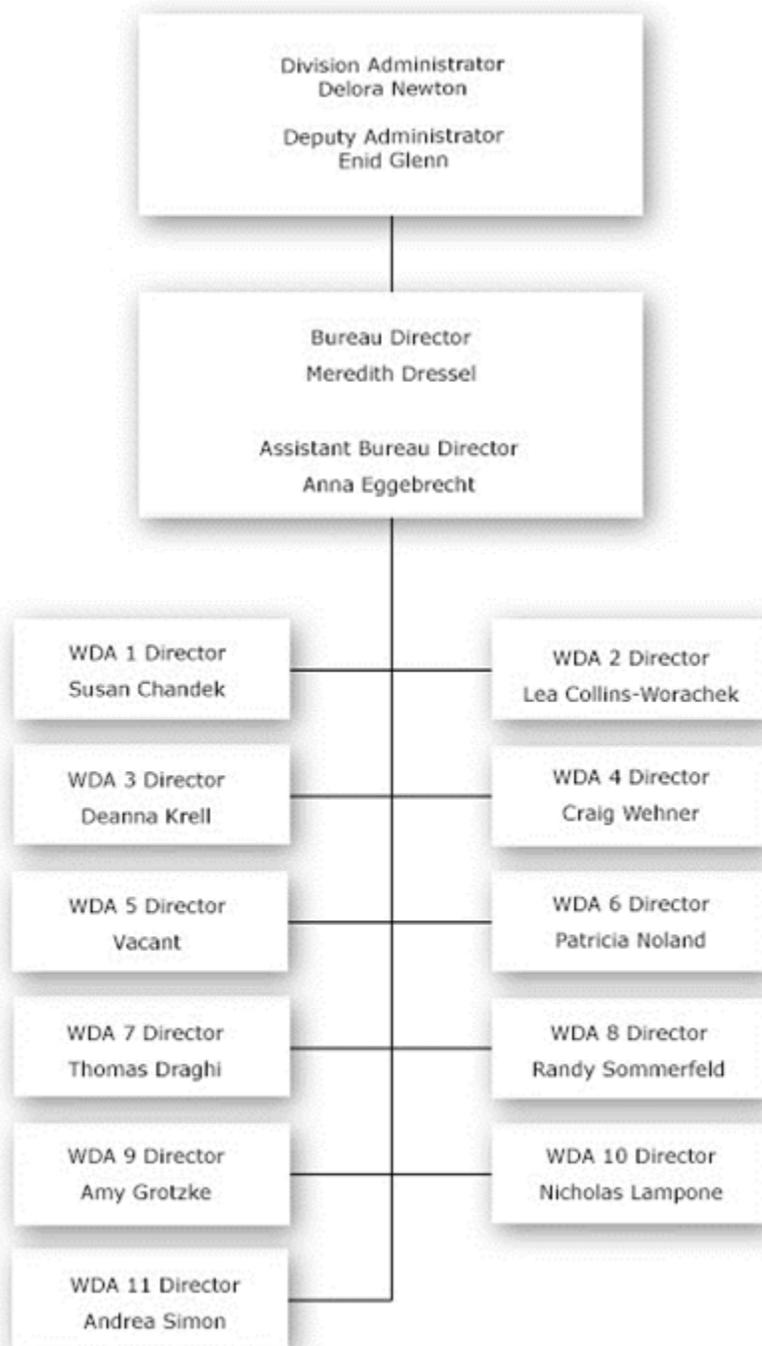
## Title II Organizational Chart



Title III. WP There are 26 Job Centers and 11 WDAs.



Title IV. DVR Organizational Chart There are 41 DVR sites which 14 are standalone sites.



## B. STATE BOARD

Provide a description of the State Board, including—

See Below.

### 1. MEMBERSHIP ROSTER

Provide a membership roster for the State Board, including members' organizational affiliations.

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

### 2. BOARD ACTIVITIES

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

The CWI Policy Analyst provides the CWI with staff support, administrative assistance and policy advisement. The CWI Analyst creates agendas for the councils meetings as well as both subcommittees. The Policy Analyst also updates everyone on workforce issues and WIOA performance data. The Administrative assistant manages the CWI'S emails, contact information, budgets and secures locations for council meetings. The state also has a Policy Advisor who works closely with the boards and the state strategic plan. WIOA Roundtables are held to provide CWI with information on how to carry out their responsibilities. Presentations by the Bureau directors help to keep CWI and the Subcommittee's involved in what's happening

The state board assumes a number of critical strategic and operational functions to better support aligned and effective service delivery, in addition to functions to build system capacity. As the State Board is comprised of and led by business and industry leaders statewide, the Board is in a unique

position to serve the sectors and needs of a diverse state and people. As the following illustration shows, the State Board members shall assist the Governor in carrying out these three strategic and operational functions by participation in the following activities:

The state board under assumes a number of critical strategic functions, as well operational functions to better support aligned and effective service delivery, and functions to build system capacity.

Some Strategic functions include:

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

Some System Capacity Building

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

Aligning Systems and Ensuring effective Operations across Workforce Programs

- Assist in the development of strategies for aligning technology and data systems;
- Assist in the development of local area allocation formulas; • Assist in the development of statewide LMI system; and • Assist in the development of policies and guidance related to appropriate roles and resource contributions of one-stop partners.

Define the roles and expectations of CWI and Committees

Examples of activities:

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

#### Labor Demands: Advise and Assist

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

#### Promote and Champion

- Career & Technical Education (CTE);
- YA;
- JCW;
- WTCS; and
- DPI

#### How? Communicate with:

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

#### Strengthen Regional Partnerships

- Visionary Alignment (Workforce, Education and Economic);
- Develop a Common Strategy;
- Create Education and Training Opportunities – Career Pathways;

- Develop strategies that can be accomplished without additional funding; and
- Develop strategies that can be done through existing resources

## 4. ASSESSMENT AND EVALUATION OF PROGRAMS AND ONE-STOP PROGRAM PARTNERS

---

### A. ASSESSMENT OF CORE PROGRAMS

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

Each core program's performance in each of the primary indicators of performance will be a starting point for further evaluation of the quality, effectiveness and opportunities for improvement. Each partner program will submit their performance metrics into a statewide dashboard on a quarterly basis. Each partner program will report out to the 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 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"

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, or DRIVE.

##### "Meet"

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

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

Condition: If the actual performance in any indicator is more than 50% and below 90% of the adjusted level, the measure will be characterized as "At-Risk ". According to the 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 providing WIOA services and provide an opportunity to develop strategies to improve the program's ability to meet performance measures.

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

#### Additional Metrics

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

## B. ASSESSMENT OF ONE-STOP PARTNER PROGRAMS

Describe how other one-stop delivery system partner program services and Combined State Plan partner programs included in the plan will be assessed each year. Such state assessments should take into account local and regional planning goals.

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

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

This assessment will be conducted on a quarterly basis and reported to the CWI. The state's adjusted levels of performance and local levels of performance are set with consideration of economic conditions and the characteristics of participants served. These considerations make the adjusted state and local levels of performance adequate standards of quality and effectiveness of the services provided through the workforce system. The assessments are used to focus on areas of improvement of the program's performance. Further disaggregation of participant characteristic and economic data will lead to the identification of root causes in performance success and short comings at all levels and for all programs.

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

## C. PREVIOUS ASSESSMENT RESULTS

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

The state recognizes 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.

#### D. EVALUATION

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

In accordance with section 116 (e) the State of Wisconsin will conduct ongoing evaluations of its core programs. The Core Programs will coordinate and evaluate projects and report updates and findings through the WIOA Annual Performance Report to the Governor's Council on Workforce Investment and local workforce development boards. The Division of Employment Training will expand its "Outcomes" Web Intelligence Universe to include employment and wage outcome data 5 years after participation in order to facilitate the necessary data to complete effective intervention impact evaluations for its program participants. Specific impact evaluation topics may analyze the effectiveness of service strategies, services to individuals with barriers to employment, and assessments of other workforce initiatives undertaken under WIOA. As the federal government conducts evaluations directed in section 169, state and local program administrators will cooperate with evaluation efforts.

## 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

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—

#### 1. YOUTH ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 128(B)(2) OR (B)(3),

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.

#### 2. ADULT AND TRAINING ACTIVITIES IN ACCORDANCE WITH WIOA SECTION 133(B)(2) OR (B)(3),

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.

### 3. 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:

### 1. MULTI-YEAR GRANTS OR CONTRACTS

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

The State of Wisconsin will determine if an applicant is an organization of demonstrated effectiveness by requiring all applicants to provide performance data demonstrating their ability of improving skills of eligible individuals, particularly eligible individuals who have low levels of literacy, in the content domains of reading, writing and mathematics, English language acquisition and other subject areas relevant to the services contained within the State's RFP. An eligible provider must also provide information regarding its outcomes for participants related to employment, attainment of secondary school diploma or its recognized equivalent, and transition to postsecondary education and training.

Prior recipients will use data from the student data management system to show how they met State-negotiated performance measures for all student levels, including English language learners. Any new organizations will be required to demonstrate its record of improving student learning gain, including low-literacy level and English language learners, knowledge and skills needed to transition successfully to postsecondary education, skills training, or employment. All application will be reviewed to determine whether it meets the standard of demonstrated effectiveness. Applications

that do not provide sufficient evidence of demonstrated effectiveness will be eliminated from the competition.

## 2. ENSURE DIRECT AND EQUITABLE ACCESS

Describe how the eligible agency will ensure direct and equitable access to all eligible providers to apply and compete for funds and how the eligible agency will ensure that it is using the same grant or contract announcement and application procedure for all eligible providers.

WTCS will ensure direct access to apply for grants to all eligible providers in Wisconsin. An organization that has demonstrated effectiveness in providing adult education and literacy activities is eligible to apply for a grant. WTCS requires all eligible providers for sections 225, 231, and/or 243 to use the same application process. This ensures that all applications are evaluated using the same rubric and scoring criteria. WTCS ensures that all eligible providers have direct and equitable access to apply for grants. It also ensures that the same grant announcement, application, and proposal process is used for all eligible providers through the grant management system. During the initial period of the grant submission process, any eligible agency that contacts the agency with an interest in participating will be provided the information needed. WTCS believes that these approaches meet the requirements specified in AEFLA and is satisfied that every effort is made to ensure direct and equitable access. WTCS will utilize the 13 considerations in the development of a rubric for awarding grants as well ensuring that funds are being utilized for adult education activities.

## 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 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.

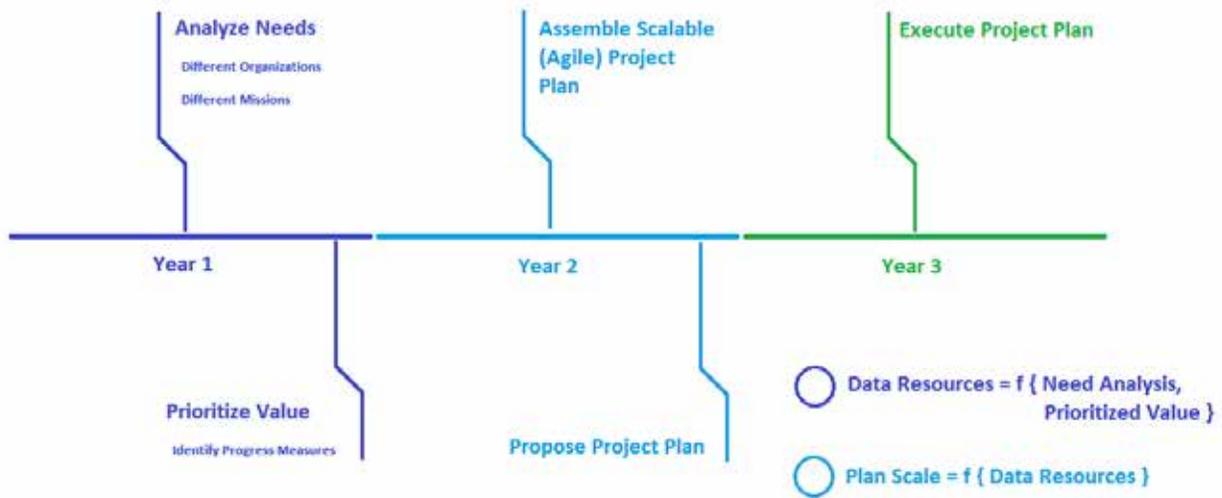
#### 1. DESCRIBE THE STATE'S PLANS TO MAKE THE MANAGEMENT INFORMATION SYSTEMS FOR THE CORE PROGRAMS INTEROPERABLE TO MAXIMIZE THE EFFICIENT EXCHANGE OF COMMON DATA ELEMENTS TO SUPPORT ASSESSMENT AND EVALUATION.

The state's plan to align and integrate data systems is depicted below. <http://dwd.wisconsin.gov/wioa/images/stateplan/image06.png>. 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.

#### 2. 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.

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



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

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

Planning Note: States should be aware that Section 116(i)(1) requires the core programs, local boards, and CEOs to establish and operate a fiscal and management accountability information system based on guidelines established by the Secretaries of Labor and Education. Separately, the DOL and DOE 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.

3. EXPLAIN HOW THE STATE BOARD WILL ASSIST THE GOVERNOR IN ALIGNING TECHNOLOGY AND DATA SYSTEMS ACROSS REQUIRED 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.

See above.

4. DESCRIBE THE STATE'S PLANS TO DEVELOP AND PRODUCE THE REPORTS REQUIRED UNDER SECTION 116, PERFORMANCE ACCOUNTABILITY SYSTEM. (WIOA SECTION 116(D)(2)).

See Above.

*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.

#### 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 policies 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 encouraged 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 of a 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 FOR INDIVIDUALS WITH DISABILITIES

---

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.

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 remained 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-DET's provision contained in the MOA, Section 188 of WIOA and applicable civil rights statutes not limited to the Americans with Disabilities 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 referred 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](http://dwd.wisconsin.gov/dwd/publications/dws/pdf/detw_17244_p.pdf) 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 rights 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. The goal of these trainings is to ensure that an individual with a disability could receive services from well-trained staff in any job center, although the state notes that this was in place with varying levels of success prior to WIOA.

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
  - o Pilot areas: ? WDA 11 and WDA 4 corrected additional ADA compliance issues addressed
  - o 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.
  - o 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:
  - o 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;
  - o Developed a mental health stigma-reduction series of online training specifically for workforce development staff;
  - o Developed a series of disability-related online training modules, currently in post-production preparation. Topics: Using the Assistive Technology on the JCW Computers, 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.

## 9. ADDRESSING THE ACCESSIBILITY OF THE ONE-STOP DELIVERY SYSTEM FOR ENGLISH LANGUAGE LEARNERS

---

Describe how the one-stop delivery system (including one-stop center operators and the one-stop delivery system partners) will ensure that each one-stop center is able to meet the needs of English language learners, such as through established procedures, staff training, resources, and other materials.

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

The One–Stop system will ensure access to services or programs to English language learners (ELLs) by providing program information in alternate languages and formats through use of interpreters, translation, and other methods, as necessary and appropriate. Services to ELLs will be provided at the time and in a manner that avoids the imposition of an undue burden on or delay in receiving important benefits or services. As needed, clients in need of English Language Learning services will be will be connected with partner providers at a technical college or community based literacy organization.

DET will continue to periodically conduct ELL customer population data analysis to identify the frequency of ELL encounters at one–stop centers to ensure the provision of effective services to all ELL customers. DET will continue to maintain and update a Limited English Proficiency (LEP) Plan which will be reviewed by the LEP Committee, led by the LEP Division Coordinator on behalf of the DET Administrator. DET’s LEP Plan provides that translations of required documents are available to ELLs, in compliance with DOL Federal Register Vol. 68 No. 103. The one–stop center partners must continue to provide translated copies of all program and vital materials in the two most prevalent non–English languages within their respective areas, as identified using United States Census data from the American Community Survey. In addition, the one–stop partners must provide interpreting services whenever requested by program participants. The LEP Plan and any updates to the Plan will be distributed to all one–stop program partners and to the DOL Civil Rights Center, as required by WIOA.

The State will continue to work closely with the one–stop center partners to improve service provision to ELLs. The State will provide technical assistance to help the partners refine memorandums of understanding clarifying responsibilities and identify sources of financial support for ELL services.

#### IV. COORDINATION WITH STATE PLAN PROGRAMS

---

Describe the methods used for joint planning and coordination among the core programs, and with the required one-stop partner programs and other programs and activities included in the Unified or 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.

## V. COMMON ASSURANCES (FOR ALL CORE PROGRAMS)

---

The Unified or Combined State Plan must include assurances that—

1. The State has established a policy identifying circumstances that may present a conflict of interest for a State Board or local board member, or the entity or class of officials that the member represents, and procedures to resolve such conflicts; Yes
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; Yes
3. The lead State agencies with optimal policy-making authority and 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; Yes
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 administering the core programs, required one-stop partners and the other Combined Plan programs (if included in the State Plan), other primary stakeholders, including other organizations that provide services to individuals with barriers to employment, 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; Yes
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 the core programs to carry out workforce development activities; Yes
6. The State has taken appropriate action to secure compliance with uniform administrative requirements in this Act, including that the State will annually monitor local areas to ensure compliance and otherwise take appropriate action to secure compliance with the uniform administrative requirements under WIOA section 184(a)(3); Yes
7. The State has taken the appropriate action to be in compliance with WIOA section 188, Nondiscrimination, as applicable; Yes
8. 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; Yes
9. 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; Yes
10. 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); Yes

11. Service providers have a referral process in place for directing Veterans with Significant Barriers to Employment (SBE) to DVOP services, when appropriate; and Yes

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

## 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.

---

PROGRAM-SPECIFIC REQUIREMENTS FOR 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.

(a) General Requirements 1. Regions and Local WDAs A. Identify the regions and the local WDAs designated in the State. WDAs: Wisconsin's state policy on local area designations is DWD-DET Admin Memo 15-04, which is posted at: [http://dwd.wi.gov/det/adminmemos/pdf/2015/1504\\_w\\_attach.pdf](http://dwd.wi.gov/det/adminmemos/pdf/2015/1504_w_attach.pdf). The policy requested that the CEO of every area submit a request form for an initial designation by 12/31/15.

Wisconsin has approved the initial designation requests for 11 WDAs Local Area's Name Counties  
WDA 1 Southeast Walworth, Racine & Kenosha WDA 2 Milwaukee Milwaukee WDA 3 WOW  
Washington, Waukesha & Ozaukee WDA 4 Fox Valley Waupaca, Waushara, Winnebago, Calumet,  
Green Lake & Fond du Lac WDA 5 Bay Area Florence, Marinette, Oconto Menominee, Shawano,  
Outagamie, Brown, Manitowoc Sheboygan, Kewaunee & Door WDA 6 North Central Vilas, Forest,  
Oneida, Lincoln, Langlade, Marathon, Wood, Portage and Adams

WDA7 Northwest Douglas, Burnett, Washburn, Sawyer, Rusk, Price, Taylor, Ashland, Iron &  
Bayfield WDA 8 West Central Polk, Barron, St. Croix, Dunn, Chippewa, Clark, Eau Claire, Pepin,  
Pierce WDA 9 Western Buffalo, Trempealeau, Jackson, La Crosse, Monroe, Vernon, Crawford &  
Juneau WDA 10 South Central Marquette, Sauk, Columbia, Dodge, Dane, & Jefferson WDA 11  
Southwest Rocks, Green, Lafayette, Grant, Iowa & Richland

Regions: WIOA allows for three different categories of regions:

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

(B) Regions comprised of two or more local WDAs that are collectively aligned;

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

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

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

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

partnerships. 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. The state intends to continue consultations with local WDBs, CEOs, 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.

**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.**

The process we used to determine if local areas sustained fiscal integrity was that a risk analysis was prepared for each local workforce board and it was presented to CWI for their review and approval. The risk analysis included a review of the PY14 and PY15 DWD on-site fiscal monitoring results as well as an analysis of their annual independent audit report results. The analysis identified any findings, disallowed/questioned costs, type of audit report issued, and whether the local workforce boards were a high or low risk auditee. All of the local workforce boards were identified as low-risk auditees, and the CWI supported DET's recommendation that they sustained fiscal integrity.

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

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

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

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

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

After further analysis, each of the local areas made substantial progress in the failed measures during this timeframe. Two of the areas became statewide leaders in PY14 – PY15 in the measure

that was failed during the analyzed period. The other three exceeded or met the measures in subsequent years or have made significant improvement since the analyzed period. The Department provided recommendations to the state workforce board (CWI) on the initial designation of local areas. CWI will make the final determination of area designation.

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

It also requires the Governor to have defined the terms "met or exceeded" and "failure" in the State Plan. The DWD will analyze performance results and make a recommendation on subsequent designation to the state workforce board (CWI). CWI will make the final determination of subsequent area designation.

#### **C. PROVIDE THE APPEALS PROCESS REFERRED TO IN SECTION 106(B)(5) OF WIOA RELATING TO DESIGNATION OF LOCAL AREAS.**

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

A unit of general local government or grant recipient that requests but is not granted designation of an area as a local area under either the initial or subsequent designation clause may submit an appeal to 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.

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.

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

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

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

- Manufacturing;
- Healthcare (State YA Program);
- Construction;>Computer/Information Technology (State YA Program);

- Auto Tech (State YA Program);
- Architecture Design (State YA Program);
- Printing (State YA Program); and
- Finance (State YA Program).

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

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

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

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

**B. DESCRIBE HOW THE STATE INTENDS TO USE GOVERNOR'S SET ASIDE FUNDING. DESCRIBE HOW THE STATE WILL UTILIZE RAPID RESPONSE FUNDS TO RESPOND TO LAYOFFS AND PLANT CLOSINGS AND COORDINATE SERVICES TO QUICKLY AID COMPANIES AND THEIR AFFECTED WORKERS. STATES ALSO SHOULD DESCRIBE ANY LAYOFF AVERSION STRATEGIES THEY HAVE IMPLEMENTED TO ADDRESS AT RISK COMPANIES AND WORKERS**

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

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

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

- Performance-Based Funding Initiatives

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

WIOA Administration- Up to 5 % of Governor's Reserve Amount •DET Administration office staffing and

- Service Allocation and the general administration of the WIOA programs.

WIOA Required Activities-

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

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

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

The 21 Strategic recommendations address a broad range of challenges currently facing Wisconsin's workforce and talent development system. The CWI has two subcommittees, the Talent Development and Planning Committee and Partnership Development and Resource Alignment Committee. The subcommittees are designed to advise the CWI and make recommendations on the state's 21 strategic recommendations.

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

1) Identify and connect with employers at-risk of permanent worker layoffs as much in advance of layoffs as possible Upon the State receiving official notice of a permanent layoff (either in compliance with the Worker Adjustment Retaining Notification Act and/or the State's Business Closing and Mass Layoff Law), the State immediately creates or updates a record in its new web-based Rapid Response Events Tracking system and sends an alert to the appropriate local Rapid Response team(s);

- The State will explore options to more efficiently and effectively monitor media sources for news about layoffs and/or indicators that a company is at-risk of layoffs so the information can be shared with the local Rapid Response teams;

- The State will continue to work with the local Rapid Response teams to strengthen communication and collaboration with the WEDC and the extended enterprise of local economic development organizations;

- The State will incorporate information about Rapid Response and layoff aversion assistance in the labor law clinics that it offers to the public (focus of clinics is typically employer-related issues and audience is usually employer representatives); and
- The WDBs may use their Annual Allotment funding to further develop processes for identifying and gathering information of potential layoffs.

2) Undertake a comprehensive assessment of the employer and worker needs

- The State will continue to have the local Rapid Response teams use a guide for gathering information from at-risk employers in order to ensure collection of critical information necessary for preparing a tailored transition plan and identifying other related at-risk employers; and

- The State will continue to require that the local Rapid Response teams distribute worker surveys for events impacting at least 25 workers.

3) Promote the ongoing engagement with employers and the greater business community, either directly or through business services representatives within the public workforce system

The WDBs may use their Annual Allotment funding as part of efforts to establish and strengthen relationships with the business community.

4) Promote the connection of at-risk employers with the State's short-time compensation program (i.e., Wisconsin's Work Share) •The State includes information about this program as part of its Rapid Response webpages; and

- The State's UI and Employment & Training Divisions will develop training for field staff who engages with employers.

5) Prevent or minimize the duration of unemployment resulting from layoffs by promoting proactive and comprehensive pre-layoff assistance to workers

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

**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 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](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 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 WORKERS PROGRAM REQUIREMENTS

---

1. IF THE STATE IS UTILIZING WORK-BASED 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 On-the-Job Training (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. 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. PROVIDE THE PROCEDURE, ELIGIBILITY CRITERIA, AND INFORMATION REQUIREMENTS FOR DETERMINING TRAINING PROVIDER INITIAL AND CONTINUED 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).

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:
  - o Program alignment with in-demand sectors and occupations;
  - o How, upon successful program completion, the program leads to (at minimum): ? A post-secondary degree or technical diploma, or ? An industry-recognized credential, and a description of the credential;
  - o Accessibility of training services statewide, including rural areas and use of technology;
  - o Demonstrated effectiveness in serving individuals with barriers to employment;
  - o The ability to serve incumbent workers;
  - o Business or industry partnerships with the provider or the program, if any; and
  - o 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:
  - o Description of the training program;
  - o Costs associated with the program (tuition, books, supplies and materials, fees);
  - o 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.

### 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: o A recognized post–secondary credential; o 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.

ITA grants can be used for tuition for pre–apprenticeship training, and WIOA can also provide participants in pre–apprenticeship training with 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 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 with other services;
- Customized training conducted by employers committed to employ individuals upon successful completion of the training; and
- Private sector training programs offered by providers not covered in categories A, B or C.

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

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:
  - o Accessibility of training in rural areas and via technology;
  - o Effectiveness in serving individuals with barriers to employment;
  - o The ability to serve incumbent workers; and
  - o Business or industry partnerships with the provider, if any;
- Evidence of state licensure requirements and the licensing status of training providers (as applicable).

#### Information requirements: Programs

- Coded under the Classification of Instructional Programs [CIP]
- All required data fields are complete, including attestations of:
  - o Program alignment with in-demand sectors and occupations;
  - o Business or industry partnerships with the program, if any;
- The program data includes:
  - o A description of the training program with a minimum of five skills or competencies to be gained;
  - o Information from the most-recent 12-month data reporting period;
  - o 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:
  - o Tuition
  - o Supplies and materials
  - o Books
  - o Other fees
- Recognized post-secondary credential outcomes:
  - o Masters or above
  - o Bachelors
  - o Associates
  - o Technical Diploma
  - o Industry-recognized certificate or certifications
  - o Licensure
- Performance outcomes for individuals participating in the program, including:
  - o Number of participants enrolled in training;
  - o Number of participants who successfully completed training;
  - o Completion rate;
  - o Percent of individuals in unsubsidized employment after completion;
  - o 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:
  - o Credential Attainment rate >50%;
  - o Completion rate >50%;
  - o Employment rate at placement >50%;

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 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. 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 • 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.

#### 4. DESCRIBE HOW THE STATE WILL IMPLEMENT AND MONITOR THE PRIORITY FOR PUBLIC ASSISTANCE RECIPIENTS, OTHER LOW-INCOME INDIVIDUALS, AND INDIVIDUALS WHO ARE BASIC SKILLS DEFICIENT IN ACCORDANCE WITH THE REQUIREMENTS OF WIOA SEC. 134(C)(3)(E), WHICH APPLIES TO INDIVIDUALIZED CAREER SERVICES AND TRAINING SERVICES FUNDING BY THE ADULT FORMULA PROGRAM.

DWD–DET has developed a policy regarding the provision of priority of services in the WIOA Title 1A Adult Program for covered individuals (i.e. public assistance recipients, other low–income individuals, and individuals who are basic skills deficient), including an assessment framework to determine if an individual is basic skills deficient. The policy outlines the categories mentioned in WIOA sec. 134(c)(3)(E) and how they fit into the larger framework of priority of service for veterans and eligible spouses outlined in TEGl 03–15. Consistent with Proposed 20 CFR 680.600(c), the policy provides the WDBs the flexibility to establish a process that also gives priority of service to other individuals. Any additional priority of service categories must be described in the Local Plan.

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

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

#### 5. DESCRIBE THE STATE'S CRITERIA REGARDING LOCAL AREA TRANSFER OF FUNDS BETWEEN THE ADULT AND DISLOCATED WORKER PROGRAMS.

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

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

- Expenditures and obligations for the Adult and Dislocated Worker PY formula funds at issue;

- The quarter of the grant period in which the request is made;
- Availability of funds for both formula programs, including carry-in funding from the prior PY;
- Availability of Rapid Response and National Dislocated Worker grant funding;
- Total enrollments in both formula programs;
- Total training enrollments in both formula programs;
- Applicability of TAA certifications;
- Impact on primary performance indicators; and
- Implications on Rapid Response and National Dislocated Worker grant funding.

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

Transfer requests are to be submitted to the WDB's assigned Local Program Liaison. The request must be made in writing (email correspondence is acceptable) and include (1) a statement indicating the program and the PY in need of additional funding, (2) the amount of additional funding requested for the program in need, (3) a budget reflecting actual and planned participant enrollments and expenditures/obligations for the applicable PY formula funds (must use template specified by DWD-DET), and (4) a narrative addressing how the WDB will meet adjusted levels of performance for the primary indicators if the transfer request is approved. The DWD-DET will have 30 days to review the request and issue a determination

## C. YOUTH PROGRAM REQUIREMENTS

---

With respect to youth workforce investment activities authorized in section 129 of WIOA,—

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.\*

\* Sec. 102(b)(2)(D)(i)(V)

### 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.

### Grants and Contract Process

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

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

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 THE STRATEGIES THE STATE WILL USE TO ACHIEVE IMPROVED OUTCOMES FOR OUT-OF-SCHOOL YOUTH AS DESCRIBED IN 129(A)(1)(B), INCLUDING HOW IT WILL LEVERAGE AND ALIGN THE CORE PROGRAMS, AND COMBINED STATE PLAN PARTNER PROGRAMS INCLUDED IN THIS PLAN, REQUIRED AND OPTIONAL ONE-STOP PARTNER PROGRAMS, AND ANY OTHER RESOURCES AVAILABLE.

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

In order to improve the knowledge and expertise of staff that will come in contact with youth and young adults in the State's Job Centers, DWD along with the agencies and organizations listed above will provide technical assistance and training, as well as information and materials to include in the Job Center resource rooms.

In order to improve performance and leverage and align core programs, DWD created the WIOA Performance Advisory council that includes representatives from the WIOA core programs. The purpose of the council is to approach WIOA performance in a multi-title, collaborative manner to provide WIOA state leaders the expertise and recommendations needed to ensure workforce programs in WI are successful. The key tasks of the council include preparing a guide for the PY16 and PY17 negotiations, prepare engagements and training with stake holders, address at-risk performance, identify and adopt continuous improvement strategies with evidence based practices, and serve programs through a Forum of Performance Experts. In the end WI's WIOA core and partner programs provide the greatest return on investment, meet performance standards and becomes a model for workforce development excellence.

For any PY, WIOA requires that not less than 75 percent of the funds available for statewide activities and not less than 75 percent of funds available to local areas are required to be used to provide youth workforce investment activities for out-of-school youth, so it is imperative that the Title I youth program partners and coordinates with other core programs including Title II Adult Education

and Literacy and Title IV Vocational Rehabilitation, as well as one-stop partner programs. In addition to partnering with the core programs, DWD will partner with the following agencies and organizations to assist in referring eligible youth and young adults to local boards: DCF – Office of Youth Services, DOC – Divisions of Adult and Juvenile Corrections, DPI and the WI Association for Homeless and Runaway Services.

Many out-of-school youth are eligible for education services through Title II funding. The WTCS serves as the administrative/fiscal agent for Title II will be the department's education partner for 16 – 24 year old youth and young adults who need foundational skill building, workforce preparation, and supported transition to post-secondary education. Since WIOA promotes the integration and adult education with occupational education and training and workforce preparation, as well as the creation of career pathways for youth in Title I WIOA Youth Programs and Title II authorizes the use of funds for integrated education and training and workforce preparation activities, DWD and WTCS will leverage funding between WIOA Title II and Title I Youth Program to create a service strategy that concurrently enrolls WIOA out-of-school youth in education programs combined with workforce preparation and training.

Since WIOA emphasizes and increases the requirements for the workforce system to meet the needs of individuals with disabilities, including students and youth with disabilities, DWD-DET Title I Youth Program and the DVR will partner and coordinate case management, counseling and pre-employment transition services for those individuals who are co-enrolled in the Title I Youth Program and Title IV Vocational Rehabilitation Program.

In order to improve the knowledge and expertise of staff that will come in contact with youth and young adults in the State's Job Centers, DWD along with the agencies and organizations listed above will provide technical assistance and training, as well as information and materials to include in the Job Center resource rooms.

### 3. DESCRIBE HOW THE STATE WILL ENSURE THAT ALL 14 PROGRAM ELEMENTS DESCRIBED IN WIOA SECTION 129(C)(2) ARE MADE AVAILABLE AND EFFECTIVELY IMPLEMENTED.\*

\* Sec. 102(b)(2)(D)(i)(I)

The DOL's guidance of the WIOA Youth Program outlines a broader vision that supports an integrated service delivery system and like DOL, the Wisconsin DWD is committed to providing high quality services for youth and young adults beginning with career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupation, and culminating with a good job along a career pathway or enrollment in post-secondary education.

To ensure that all 14 program elements are made available and effectively implemented, DWD, as part of our monitoring procedures, will require the eleven WDBs to submit their draft Requests for Proposals for WIOA youth program services for in-school and out-of-school youth so the department's local program liaison's may review the draft RFP document. Once the RFP is issued and a WIOA youth service provider(s) is/are selected and contract(s) are issued, local program liaison's will review the contract(s) to make sure all 14 program elements have been made available to the WIOA youth participants.

Since the department maintains a list of current WIOA youth service providers for each local board on its website, the staff person that collects that information will also monitor the local board to ensure all 14 program elements are made available and effectively implemented by calling the local board several times during the year to see if any changes have been made to the list of services each youth service provider provides.

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 WDA 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. The web-based training will focus on increasing awareness of what financial literacy is the impact of it on individuals at different stages of life, and how to find appropriate federal, state and local community-based services for job seekers. The training will be appropriate for and available to staff in WIOA Youth, Adult, and Dislocated Worker Programs as well as other partners.

4. PROVIDE THE LANGUAGE CONTAINED IN THE STATE POLICY FOR "REQUIRING ADDITIONAL ASSISTANCE TO ENTER OR COMPLETE AN EDUCATIONAL PROGRAM, OR TO SECURE AND HOLD EMPLOYMENT" CRITERION FOR OUT-OF-SCHOOL YOUTH SPECIFIED IN WIOA SECTION 129(A)(1)(B)(III)(VIII) AND FOR "REQUIRING ADDITIONAL ASSISTANCE TO COMPLETE AN EDUCATION PROGRAM, OR TO SECURE AND HOLD EMPLOYMENT" CRITERION FOR IN-SCHOOL YOUTH SPECIFIED IN WIOA SECTION 129(A)(1)(C)(IV)(VII).

#### 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 In-School Youth (ISY) and Out-of-School Youth (OSY) eligibility.

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.

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 NOT USING 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 tests.

## 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:

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;
2. DESCRIBES THE ACTIONS THAT THE STATE OR LOCAL AREA, AS APPROPRIATE, HAS UNDERTAKEN TO REMOVE STATE OR LOCAL STATUTORY OR REGULATORY BARRIERS;
3. DESCRIBES THE GOALS OF THE WAIVER AND THE EXPECTED PROGRAMMATIC OUTCOMES IF THE REQUEST IS GRANTED;
4. DESCRIBES HOW THE WAIVER WILL ALIGN WITH THE DEPARTMENT'S POLICY PRIORITIES, SUCH AS:
  - A. SUPPORTING EMPLOYER ENGAGEMENT;
  - B. CONNECTING EDUCATION AND TRAINING STRATEGIES;
  - C. SUPPORTING WORK-BASED LEARNING;
  - D. IMPROVING JOB AND CAREER RESULTS, AND
  - 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
6. DESCRIBES THE PROCESS USED TO:
  - A. MONITOR THE PROGRESS IN IMPLEMENTING THE WAIVER;
  - B. PROVIDE NOTICE TO ANY LOCAL BOARD AFFECTED BY THE WAIVER;
  - C. PROVIDE ANY LOCAL BOARD AFFECTED BY THE WAIVER AN OPPORTUNITY TO COMMENT ON THE REQUEST;
  - D. ENSURE MEANINGFUL PUBLIC COMMENT, INCLUDING COMMENT BY BUSINESS AND ORGANIZED LABOR, ON THE WAIVER.
  - E. COLLECT AND REPORT INFORMATION ABOUT WAIVER OUTCOMES IN THE STATE'S WIOA ANNUAL REPORT

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;

Wisconsin has one waiver request, as described below. 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 does 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 necessary to perform job functions. OJT is a job-driven strategy that is encouraged in the spirit of the Workforce Innovation Opportunity Act. This waiver request allows 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) This is not applicable, as there are no State or local statutory or regulatory barriers. 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 second and fourth quarter's post exit as well as improving median earnings during the second quarter after exit. Wisconsin has increased the number of On-the-Job training participants over the past four 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. On-the-Job Training provides a unique opportunity where employers employ program participants at their facility/jobsite and participants 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 enter the program lower work experience levels, which make the experience gained through OJTs of high value to the participant. 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. Recently, Wisconsin participants have experienced higher wages for participants that received On-the-Job Training services compared to other program participants. Adult participants who receive an OJT service have consistently performed at higher levels than all other 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. <http://dwd.wisconsin.gov/wioa/images/stateplan/image07.png>. <http://dwd.wisconsin.gov/wioa/images/stateplan/image08.png>. 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. Progress will be monitored through monthly reviews of the Job Center System (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. 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. 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. The state plan will be reviewed and approved by the Governor's Council on Workforce Investment and will be available for public comment during a public review and comment period. 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.

## 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 training services and individualized career services to individuals who are low income, public assistance recipients and basic skills deficient; Yes
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; Yes
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. Yes
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). Yes
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. Yes
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. Yes
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). Yes
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. Yes
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. Yes
10. The State agrees to report on the impact and outcomes of its approved waivers in its WIOA Annual Report. Yes
11. 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); Yes

---

**PROGRAM-SPECIFIC REQUIREMENTS FOR WAGNER-PEYSER PROGRAM  
(EMPLOYMENT SERVICES)**

---

All program-specific requirements provided for the WIOA core programs in this section must be addressed for either a Unified or Combined State Plan.

## A. EMPLOYMENT SERVICE PROFESSIONAL STAFF DEVELOPMENT.

---

### 1. DESCRIBE HOW THE STATE WILL UTILIZE PROFESSIONAL DEVELOPMENT ACTIVITIES FOR EMPLOYMENT SERVICE STAFF TO ENSURE STAFF IS ABLE TO PROVIDE HIGH QUALITY SERVICES TO BOTH JOBSEEKERS AND EMPLOYERS.

Professional Development includes:

- State Coordinated Learning Center –Cornerstone – provides a wide variety of professional development opportunities for Job Service staff at no cost to the staff members, and can be accessed virtually;
- Staff participation in local, regional, and statewide seminars, conferences, and learning opportunities which focus on professional development, Business Services, and 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 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, including measurement and identification of training and professional development accessed and completed by staff; and
- Training and professional development plans 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 UI ELIGIBILITY ISSUES AND REFERRAL TO UI STAFF FOR ADJUDICATION.

UI and DET Services both are under the umbrella of the DWD. Although under the umbrella of the DWD, each is a distinct Division, with specific staff addressing specific Unemployment eligibility issues.

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

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

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.

Additionally, DET Services coordinates specific training with UI for statewide Job Service staff providing services, programs and staffing Resource Rooms, partner staff providing Resource Room assistance in Job Centers, and WIOA staff.

The training is coordinated to assure that UI programs and services have a strong presence in Job Centers throughout the state. Training is targeted to specific areas, which include RESEA, Rapid Response, and general UI questions and concerns regarding UI eligibility or concerns a claimant may have.

All levels of training are conducted by UI professional staff members, are recorded for reference and future viewing, and have coordinated certification which recognizes the participation and increased knowledge DET staff, WIOA staff, and partner staff have achieved and the breadth of appropriate service delivery that can be provided prior to contacting UI directly.

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

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

If what is being requested of DET staff and partner staff to provide to a customer/claimant is outside the certified training boundaries, staff have been provided a specific phone number to call customer assistance. This call goes directly to UI staff, who will then provide an immediate and "real time" response to the customer/claimant.

If UI determines a case or situation must go to adjudication, the UI Call Center staff person will recommend that upon the call to UI, and provide the necessary information and process directly to the customer/claimant, who will be alongside the Job Services, partner staff or WIOA staff when the phone call was made. Appropriate follow-up and communication between UI and the customer/claimant will occur and be determined by UI.

**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 UNEMPLOYMENT INSURANCE 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 be assigned one of the following:

Path A – work ready – no further skill development necessary

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 ? Referrals to organizations for a variety of financial literacy information or services ? 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
- 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:

---

1. COORDINATION OF AND PROVISION OF LABOR EXCHANGE SERVICES FOR UI CLAIMANTS AS REQUIRED BY THE WAGNER-PEYSER ACT;

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. 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 the 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, 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 UI benefits, in a specific timeframe determined by UI and recorded in the database 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 WP 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, WP staff contact UI and provide information and documentation for UI to determine eligibility.

WP funded staff can review work searches for individuals to determine if the UI criteria has been met. WP staff cannot make the determination of complete eligibility of work searches or other forms of UI assessments. WP staff can and do contact UI staff to assist in answering questions, UI explanations for claimants of eligibility concerns there may be. WP staff rely on the expertise of UI to make official determinations for claimants, and can assist with explaining any issues or corrective action that the claimants may need to make on a case by case basis.

Assisting UI claimants in finding new employment and placement includes several initiatives: assisting claimants with the use of Wisconsin's public labor exchange, JCW, an on-line platform and service which provides many avenues and resources to match skill sets with job opportunities; assistance by a WP Career Counselor for assessments to assist in determining personal characteristics, experience and education as a way to match up with existing job postings on JCW; WP Resource Room staff to provide guidance to utilizing all aspects available via JCW; as well as

access to a wide variety of workshops and 1:1 conversations with WP Employment and Training Specialists.

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 staff
- 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 are 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--

---

## 1. ASSESSMENT OF NEED

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.

### 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.

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 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.

- 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. Below is information from the needs assessment provided by our WIOA 167 – NFJP grantee (UMOS): <http://dwd.wisconsin.gov/wioa/images/stateplan/image10.png>.

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 Based on past and projected agricultural and farmworker activity in the State we do not anticipate those needs to change significantly in the next four years. Outreach staff may also assess the needs of the MSFWs and provide the identified necessary services and/or referrals.

Outreach services will be provided by Wagner Peyser (WP) funded State staff comprised of 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. <http://dwd.wisconsin.gov/wioa/images/stateplan/image09.png>.

\* 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.

**A. AN ASSESSMENT OF THE AGRICULTURAL ACTIVITY IN THE STATE MEANS: 1) IDENTIFYING THE TOP FIVE LABOR-INTENSIVE CROPS, THE MONTHS OF HEAVY ACTIVITY, AND THE GEOGRAPHIC AREA OF PRIME ACTIVITY; 2) SUMMARIZE THE AGRICULTURAL EMPLOYERS' NEEDS IN THE STATE (I.E. ARE THEY PREDOMINANTLY HIRING LOCAL OR FOREIGN WORKERS, ARE THEY EXPRESSING THAT THERE IS A SCARCITY IN THE AGRICULTURAL**

WORKFORCE); AND 3) IDENTIFYING ANY ECONOMIC, NATURAL, OR OTHER FACTORS THAT ARE AFFECTING AGRICULTURE IN THE STATE OR ANY PROJECTED FACTORS THAT WILL AFFECT AGRICULTURE IN THE STATE.

See Above.

B. AN ASSESSMENT OF THE UNIQUE NEEDS OF FARMWORKERS MEANS SUMMARIZING MIGRANT AND SEASONAL FARM WORKER (MSFW) CHARACTERISTICS (INCLUDING IF THEY ARE PREDOMINANTLY FROM CERTAIN COUNTRIES, WHAT LANGUAGE(S) THEY SPEAK, THE APPROXIMATE NUMBER OF MSFWs IN THE STATE DURING PEAK SEASON AND DURING LOW SEASON, AND WHETHER THEY TEND TO BE MIGRANT, SEASONAL, OR YEAR-ROUND FARMWORKERS). THIS INFORMATION MUST TAKE INTO ACCOUNT DATA SUPPLIED BY WIOA SECTION 167 NATIONAL FARMWORKER JOBS PROGRAM (NFJP) GRANTEES, OTHER MSFW ORGANIZATIONS, EMPLOYER ORGANIZATIONS, AND STATE AND/OR FEDERAL AGENCY DATA SOURCES SUCH AS THE U.S. DEPARTMENT OF AGRICULTURE AND THE U.S. DEPARTMENT OF LABOR (DOL) EMPLOYMENT AND TRAINING ADMINISTRATION.

See Above.

## 2. OUTREACH ACTIVITIES

The local offices outreach activities must be designed to meet the needs of MSFWs in the State and to locate and contact MSFWs who are not being reached through normal intake activities. Describe the State agency's proposed strategies for:

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 National Farmworker Jobs Program (NFJP) staff, migrant labor inspector, and other partner agencies such as La Clinica, Department of Public 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 four 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.  
<http://dwd.wisconsin.gov/wioa/images/stateplan/image09.png>.

\* 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).

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 two years with five 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 six to eight 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.

### A. CONTACTING FARMWORKERS WHO ARE NOT BEING REACHED BY THE NORMAL INTAKE ACTIVITIES CONDUCTED BY THE EMPLOYMENT SERVICE OFFICES.

See Above.

B. PROVIDING TECHNICAL ASSISTANCE TO OUTREACH WORKERS. TECHNICAL ASSISTANCE MUST INCLUDE TRAININGS, CONFERENCES, ADDITIONAL RESOURCES, AND INCREASED COLLABORATION WITH OTHER ORGANIZATIONS ON TOPICS SUCH AS ONE-STOP CENTER SERVICES (I.E. AVAILABILITY OF REFERRALS TO TRAINING, SUPPORTIVE SERVICES, AND CAREER SERVICES, AS WELL AS SPECIFIC EMPLOYMENT OPPORTUNITIES), THE EMPLOYMENT SERVICE COMPLAINT SYSTEM, INFORMATION ON THE OTHER ORGANIZATIONS SERVING MSFWs IN THE AREA, AND A BASIC SUMMARY OF FARMWORKER

## RIGHTS, INCLUDING THEIR RIGHTS WITH RESPECT TO THE TERMS AND CONDITIONS OF EMPLOYMENT.

Their goal for PY16 – PY20 is to reach 1,600 workers per year for a total of 6,400 agricultural workers with six to eight 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.

Providing technical assistance to outreach workers: MSFW Outreach staff are staff members of DET/Job Service, and are located in Job Centers throughout the state of Wisconsin. As DET/Job Service staff, MSFW Outreach workers have the opportunities to attend all the state provided trainings, conferences, local staff meetings, and are an integral part of collaborations, partner meetings and activities, and activities and services provided at one stop Job Centers.

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

Two times per year, MSFW Outreach Workers conduct pre and post season meetings which include local partners who provide services or are involved in MSFW activities in the local region. These meetings bring the partners together to inform and work together to provide the best services possible to MSFW program participants.

Additionally, two times per year, the state of Wisconsin hosts all MSFW staff members to day-long meetings which include law changes, policy and/or procedure changes, best practices, communication with state-wide partner agencies and the opportunity to obtain information to pass on to the MSFW program participants throughout the season. A large part of these trainings is focused on the farmworker rights which allows the MSFW outreach staff to provide information and potential referrals to the appropriate partners in the areas of farmworker rights, and to provide accurate information and referrals regarding the farmworker rights at the appropriate time and when the situation is appropriate.

Each of our local regions and WDAs conduct staff meetings, a minimum of quarterly meetings, in which the MSFW Outreach Workers participate. At these meetings, a variety of topics appropriate to all staff are discussed, and updates are provided by each area and staff members. The local employment service complaint system is presented annually, to assure all staff, including MSFW staff are familiar with all procedures, contact individuals, and the processes to follow when a complaint is received.

### C. INCREASING OUTREACH WORKER TRAINING AND AWARENESS ACROSS CORE PROGRAMS INCLUDING THE UNEMPLOYMENT INSURANCE (UI) PROGRAM AND THE TRAINING ON IDENTIFICATION OF UI ELIGIBILITY ISSUES.

MSFW Outreach Workers are part of the DET/Job Service staff team. As such, MSFW staff are included in all trainings, Business Service Teams, partner activities, and have a strong working knowledge of core programs, especially with their offices being housed in the local and regional Job Centers. Having MSFW Outreach Workers in local Job Centers provides extensive opportunity for collaboration, partnerships, awareness of the core program activities and functions.

We do expect as WIOA moves forward, that the knowledge and awareness of core programs will increase, especially since MSFW Outreach Workers are included in the WIOA conversations, planning, and state provided training of WIOA via in person conferences, regional meetings, and conference calls focusing on core program activities, functions and partnerships in the WIOA process and established outcomes.

UI information is shared with Outreach Workers, since those staff are included in all meetings and functions locally, regionally and statewide.

While Outreach Workers cannot, themselves, determine or identify eligibility issues, the worker has information to provide someone who has questions or concerns, and would then refer the person directly to UI via an appropriate phone call. UI would then look at the case in entirety and make the final determination.

Annually, Outreach Workers, as a group, meet with UI representatives who outline the appropriate responses and referral contacts to assure that Outreach Workers follow the established process. Utilizing this methodology, the UI experts are provided with the information and opportunity to make determinations, which then, provides the best customer service to a claimant who has approached an MSFW Outreach Worker with a concern. This is the same process and procedure that other DET/Job Service staff follow who are not Outreach Workers, which maximizes efficiency and helps provide consistent UI information and services to UI claimants throughout the state.

### D. PROVIDING STATE MERIT STAFF OUTREACH WORKERS PROFESSIONAL DEVELOPMENT ACTIVITIES TO ENSURE THEY ARE ABLE TO PROVIDE HIGH QUALITY SERVICES TO BOTH JOBSEEKERS AND EMPLOYERS.

Providing State merit staffs outreach workers professional development activities to ensure they are able to provide high quality services to both jobseekers and employers.

With the Outreach Workers offices in local Job Centers, MSFW staff attend and participate in all staff trainings and informational meetings held with local staff and/or regional staff meetings and information sessions. There is a wide range of topics covered annually, which can include: UI changes and processes, WP activities locally, regionally, and statewide, customer service, complaint process training and EEOC, as examples.

Outreach Workers are all involved with local Business Services Teams, which focus on business needs of local businesses, and what the BST, made up of local partners, can assist with. Being part of the BST allows Outreach Workers to be aware of what is possible to provide to employers,

including those that participate in the MSFW program, assuring the quality of services provided to employers.

Outreach Workers also are involved in providing Job Center services to jobseekers. The location of offices in Job Centers promotes this involvement, and, includes participating in meetings that keep all staff up to date with technology changes, programmatic and service changes and additions and coordination with partners to provide services to job seekers.

Annually, and more frequently, the State sponsors and provides WP training to all staff state wide, which includes Outreach Workers to the training opportunities to insure and assure that Outreach Workers are equally informed to provide high quality services to job seekers.

Additional trainings offered throughout the year include: annual National Farmworker Conference, Pre and Post MSFW Season meetings which involves all MSFW staff, annual Migrant Head Start and Child Care Training, DOL sponsored training focus on State Monitor Advocate and Foreign Labor Certification staff, twice annual MSFW Staff Training and Development, as examples. These trainings help service delivery to both the job seeker and the employer. MSFW Outreach Staff are included in all local, regional, and statewide WP training opportunities throughout each year. Focus on quality services along with any changes assists in keeping MSFW Outreach Staff and other MSFW staff up to provide services to job seekers and employers.

#### E. COORDINATING OUTREACH EFFORTS WITH NFJP GRANTEEES AS WELL AS WITH PUBLIC AND PRIVATE COMMUNITY SERVICE AGENCIES AND MSFW GROUPS.

See Above.

### 3. SERVICES PROVIDED TO FARMWORKERS AND AGRICULTURAL EMPLOYERS THROUGH THE ONE-STOP DELIVERY SYSTEM.

Describe the State agency's proposed strategies for:

#### (A) PROVIDING THE FULL RANGE OF EMPLOYMENT AND TRAINING SERVICES TO THE AGRICULTURAL COMMUNITY, BOTH FARMWORKERS AND AGRICULTURAL EMPLOYERS, THROUGH THE ONE-STOP DELIVERY SYSTEM. THIS INCLUDES:

- I. HOW CAREER AND TRAINING SERVICES REQUIRED UNDER WIOA TITLE I WILL BE PROVIDED TO MSFWs THROUGH THE ONE-STOP CENTERS;
- II. HOW THE STATE SERVES AGRICULTURAL EMPLOYERS AND HOW IT INTENDS TO IMPROVE SUCH SERVICES.

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 one 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 • Joint local MSFW Pre and Post season meetings across the state • State Monitor Advocate (SMA) and other state staff participation in NFJP Staff meetings, interagency meetings and trainings • SMA, NFJP, Migrant Law Enforcement (MLE) and Foreign Labor Coordinator (FLC) participation in quarterly Migrant Labor Coalition meetings • SMA, NFJP, MLE and FLC participation in quarterly Governor's Council on Migrant Labor meetings • SMA, MLE, FLC and outreach staff participation in NFJP sponsored Farmworker Appreciation Day Picnic • SMA and other state staff participation in farmworker conferences such as MAFO and the Association of Farmworkers Opportunity Programs • SMA, NFJP and FLC quarterly, or more frequent, meetings as necessary to share information, provide updates, and improve coordination efforts

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

? Job Center services available at the local one-stop offices ? Referrals to all qualified jobs (non-agricultural and agricultural) ? 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 ? Referrals to a variety of financial literacy information and 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, and Migrant health clinic ? Encouragement for workers to visit the local one-stop to obtain the full range of employment and training services ? Printed pamphlets in English and Spanish that provide information about supportive services available through community based organizations ? Labor Market Information ? Tax Credit programs ? Bonding assistance ? Language access

Sessions include time for questions and answers.

Other tools used to conduct outreach are: ? Surveys sent to previous year employers to estimate number of MSFWs needed during the upcoming season and anticipate the arrival date of these employees; ? Outreach Plan for the significant offices; ? 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; ? 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; ? 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; ? Tri-lingual Call Center – Spanish, Hmong, and English; ? Job Center of Wisconsin (JCW) cards; and ? Laptops.

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

- Information, services, assistance, assessments and job searching
- Computer and technology skill enhancement
- Resume development
- Interview skills
- GED assistance
- Educational opportunities
- Short term training
- Career assessments and exploration
- Resource Room assistance
- Computer access for job searching, writing and printing of resumes, online employment applications, and assistance
- Information, services, assistance, assessments, and job searching
- Skill Explorer – the State skill matching system that links skill sets to current employment opportunities locally, regionally, and statewide.
- Outreach – which can include meeting clients at itinerant locations, career and job fairs, and local libraries.

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 recruitments 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.

## (B) MARKETING THE EMPLOYMENT SERVICE COMPLAINT SYSTEM TO FARMWORKERS AND OTHER FARMWORKER ADVOCACY GROUPS.

See Above.

## (C) MARKETING THE AGRICULTURAL RECRUITMENT SYSTEM TO AGRICULTURAL EMPLOYERS AND HOW IT INTENDS TO IMPROVE SUCH PUBLICITY.

See Above.

### 4. OTHER REQUIREMENTS

#### (A) COLLABORATION

Describe any collaborative agreements the state workforce agency (SWA) has with other MSFW service providers including NFJP grantees and other service providers. Describe how the SWA intends to build upon/increase collaboration with existing partners and in establishing new partners over the next four years (including any approximate timelines for establishing agreements or building upon existing agreements).

We hold collaborative local meetings across the state to engage local partners that provide services to MSFW and MSFW employers. Meetings are held in the areas of Milwaukee, Madison, 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 • Joint local MSFW Pre and Post season meetings across the state • State Monitor Advocate (SMA) and other state staff participation in NFJP Staff meetings, interagency meetings and trainings • SMA, NFJP, Migrant Law Enforcement (MLE) and Foreign Labor Coordinator (FLC) participation in quarterly Migrant Labor Coalition meetings • SMA, NFJP, MLE and FLC participation in quarterly Governor's Council on Migrant Labor meetings • SMA, MLE, FLC and outreach staff participation in NFJP sponsored Farmworker Appreciation Day Picnic • SMA and other state staff participation in farmworker conferences such as MAFO and the Association of Farmworkers Opportunity Programs • SMA, NFJP and FLC quarterly, or more frequent, meetings as necessary to share information, provide updates, and improve coordination efforts

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.

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) ? Equivalent of three 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 ? 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 five 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 ? In collaboration with WIOA 167 – NFJP held five 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

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

### (B) REVIEW AND PUBLIC COMMENT.

In developing the AOP, the SWA must solicit information and suggestions from NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations, and other interested organizations. In addition, at least 45 calendar days before submitting its final AOP, the SWA must provide a proposed plan to NFJP grantees, public agencies, agricultural employer organizations, and other organizations expressing an interest and allow at least 30 days for review and comment. The SWA must: 1) Consider any comments received in formulating its final proposed AOP; 2) Inform all commenting parties in writing whether their comments have been incorporated and, if not, the reasons therefore; and 3) Transmit the comments and recommendations received and its responses with the submission of the AOP. The AOP must include a statement confirming NFJP grantees, other appropriate MSFW groups, public agencies, agricultural employer organizations and other interested employer organizations have been given an opportunity to comment on the AOP. Include the list of organizations from which information and suggestions were solicited, any comments received, and responses to those comments.

See Above.

### (C) DATA ASSESSMENT.

Review the previous four years Wagner-Peyser data reports on performance. Note whether the State has been meeting its goals to provide MSFWs quantitatively proportionate services as compared to non-MSFWs. If it has not met these goals, explain why the State believes such goals

were not met and how the State intends to improve its provision of services in order to meet such goals.

See Above.

#### (D) 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.

See Above.

#### (E) STATE MONITOR ADVOCATE

The plan must contain a statement confirming the State Monitor Advocate has reviewed and approved 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.

Affirmative Action and Equal Opportunity Policy & Procedures Authority: Fed. Equal Pay Act of 1963; Fed. Civil Rights Act of 1964; Fed. Age Discrim. Act of 1964; Fed. Rehab. Act of 1973 & 1975; Fed. Executive Order 11246; Chpt. 230, Wis. Stats.; ss.111.31-111.395, Wis. Fair Emp. Act; Executive Order 28; issued 10/25/83

Policy: The DWD actively complies with all federal and state Affirmative Action (AA) and Equal Employment Opportunity (EEO) laws, executive orders, policies, rules and regulations. This commitment is mandated to be honored in all employment and personnel activities and transactions. The Department recognizes that EEO is a legal, social and economic necessity. Failure to follow the AA/EEO provisions outlined in this policy may result in sanctions being imposed and/or appropriate disciplinary action being taken against the offending individuals.

Procedures and Responsibilities: Personnel Transactions: The Department is committed to providing equal opportunity in all terms, conditions and privileges of employment, including but not limited to: recruiting, certification, testing, interviewing, selection, job assignment, working conditions, fringe benefits, compensation, staff development, training, retention, transfer, layoff, disciplinary action, termination and promotion.

In addition, hiring for classifications that have been designated as underutilized with AA targeted job groups by OSER will adhere to the guidelines found in the DWD Policy 445, Exam and Interview Balanced Panels.

Policy of Non-Discrimination The Department is committed to providing equal employment for all persons and will not discriminate in any program or activity on the basis of race, color, creed, sex, religion, national origin, ancestry, age, disability, political affiliation or beliefs, sexual orientation, arrest or conviction record, marital status or membership in the armed forces. The Department recognizes that retaliation is also a form of discrimination, and therefore prohibits any retaliatory actions or behavior.

Expanded Certification Additional target group member names may be added to certification lists.

**Affirmative Action** The Department recognizes that past discrimination has resulted in less than equal opportunity for women, members of racial or ethnic groups and persons with disabilities. The Department is committed to maintaining strong, effective AA policies and programs to achieve and retain an equitably balanced workforce.

In conjunction with this commitment, the Department will continue to analyze its present personnel management practices and policies to eliminate those elements which have a disparate impact or adversely affect the targeted groups. The Department will develop new programs and procedures, as necessary, to achieve these goals.

AA will be taken in the development and achievement of special outreach recruitment activities. This will include AA in basic personnel transactions including certification, selection, transfer, training, referrals, promotion, retention, testing, placement, compensation, counseling, career development, employee assistance and benefits. The Department will seek to maintain current proportions of target group representation in the workforce during any anticipated reduction in the Department's workforce.

**Responsibility for Affirmative Action/Equal Opportunity Programs** The DWD Secretary is responsible for ensuring that the Department's AA/EEO programs are carried out in a responsible manner through the timely and effective application of AA/EEO principles. The Department's Secretary has assigned the AA Officer to supervise the AA/EEO program and foster compliance with AA policies. Divisions are highly encouraged to include AA/EEO responsibilities in each manager and supervisor's position description, which should be reviewed annually. In addition, every DWD employee should have an AA/EEO/CRC goal in his/her GAR, which should be reviewed annually (see DWD Policy 492, Goals and Accomplishments Review). In addition, if a non-protected class person is recommended to be hired, promoted, or permissively transferred to fill a vacant position in which there is an underutilization of protected class personnel, and a protected class person is certified as eligible, a written statement of justification for the recommendation is to be made by the hiring supervisor and sent to the Division Administrator or designee.

The Administrator or designee, Department AA Officer and the Office of the Secretary will review the recommendations to hire non-protected class persons before any job offer or commitment to hire, etc., is made. The justification must include an analysis of the relative qualifications of the candidates. If there is a disagreement between the Division Administrator and the Department's AA Officer on the recommendation, the Office of the Secretary will make the final decision. Sex, race, and/or disability will be a factor in the hiring decision when underutilization exists.

**Responsibilities of the DWD Affirmative Action Officer** The AA Officer has access to and meets regularly with the Secretary and Deputy Secretary. The AA Officer is supervised by and reports to the Department's Human Resources Manager.

The AA/EEO Office is responsible for the development and implementation of AA programs, the review and analysis of internal Department personnel policies and practices and the dissemination of the AA policy throughout DWD. The AA/EEO Office investigates and attempts to conciliate any discrimination charges brought against the Department by any employee, prior to his/her filing a formal complaint with Wisconsin DWD - Equal Rights Division (see DWD Policy Section 410, State Employees Appeals or Complaints Regarding Personnel Transactions). The AA/EEO Office also monitors and evaluates the Department's AA/EEO efforts which have been undertaken.

**Disability Accommodations** Upon request, the Department will reasonably accommodate persons with disabilities. For example, in order to ensure equal access to facilities for persons with disabilities, the Department may undertake such efforts as restructuring a job, allowing for part-time or modified work schedules and providing for the acquisition or modification of equipment. The Department will also review the accessibility of its programs to individuals with disabilities and will take action to correct any deficiencies which are identified. See DWD Policy Section 418, Disability Accommodation, for further information.

**Religious Accommodation** Upon request, the Department will reasonably accommodate an employee's religious needs. See DWD Policy 409, Religious Discrimination, for further information.

**Harassment** Harassment in employment on the basis of race, sex, national origin, age, disability, religion, sexual orientation or other protected status is an unlawful employment practice prohibited by State and Federal law and DWD. Harassment is defined as verbal or physical conduct which interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

Sexual harassment includes unwanted, repeated sexual advances, requests for sexual favors or other verbal or physical conduct of a sexual nature and/or the display of graphic material unrelated to business purposes. Every effort will be made to prevent and eliminate any form of prohibited harassment at DWD. See DWD Policy 408, Harassment, for further information.

**Service Delivery** The Department is committed to providing fair and equitable service to the public and will not discriminate in any program or activity on the basis of race, color, sex, religion, national origin, ancestry, age, disability, political affiliation or beliefs, sexual orientation, arrest or conviction record, marital status, membership in the armed forces or other protected status.

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

---

**PROGRAM-SPECIFIC REQUIREMENTS FOR ADULT EDUCATION AND FAMILY  
LITERACY ACT PROGRAMS**

---

The State Plan must include a description of the following as it pertains to Adult Education and Literacy programs under Title II, the Adult Education and Family Literacy Act (AEFLA).

## A. ALIGNING OF CONTENT STANDARDS

---

Describe how the eligible agency will, by July 1, 2016, align its content standards for adult education with State-adopted challenging academic content standards, as adopted under section 1111(b)(1) of the Elementary and Secondary Education Act of 1965, as amended (20 U.S.C. 6311(b)(1)).

Wisconsin aligned their Adult Education standards to k-12 standards in 2013-14. WTCS participated in a state-led effort for the purpose of exploring how common standards could be implemented to improve college and career readiness for all students. Our goal was to define how PK-12 and higher education could work together to make college and career readiness expectations more transparent and better align curriculum, assessment as well as improved teacher preparation and professional development. The end result was a formal adoption of a set of state standards that define the knowledge and skills students should have within their PK-12 education careers so that they will graduate high school, able to succeed in entry-level, credit-bearing, academic college courses and in workforce training programs. The standards: ? Are aligned with college and work expectations; ? Are clear, understandable and consistent; ? Include rigorous content and application of knowledge through high-order skills; ? Build upon strengths and lessons of current state standards; ? Are informed by other top performing countries, so that all students are prepared to succeed in our global economy and society; and ? Are evidence-based. ? Participate in CCRS collaborative work and development of resources. ? Consider, in collaboration with PK-12 Partners, the use of PK-12 assessments for postsecondary readiness measures and early warning indicators. ? Articulate how the CCRS can increase college readiness and facilitate transitions. ? Continue to support alignment of postsecondary curriculum and PK-12 curriculum. ? Collaborate to provide ongoing professional development in content areas to build capacity of PK-12 educators. ? Support the ongoing development of internal professional development plans for faculty in teacher preparation programs.

## 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 the 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.

WTCS serves as the administrative/fiscal agent for Title II AEFLA. As administrative/fiscal agent, WTCS will ensure service providers provide services to eligible individuals who:

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.

All activities funded under WIOA which include: 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 are approved and overseen by WTCS Board, AVP of Office of Student Success and ABE staff.

The term “adult education” means academic instruction and education services below the postsecondary level that increase an individual’s ability to—

1. read, write, and speak in English and perform mathematics or other activities necessary for the attainment of a secondary school diploma or its recognized equivalent;
2. transition to postsecondary education and training; and
3. obtain employment.

The term “adult education and literacy activities” means 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.

The term “eligible agency” means the sole entity or agency in a State or an outlying area responsible for administering or supervising policy for adult education and literacy activities in the State or outlying area, respectively, consistent with the law of the State or outlying area, respectively.

The term “eligible individual” means an individual— who has attained 18 years of age;

is not enrolled or required to be enrolled in secondary school under State law; and who is basic skills deficient; and/or does not have a secondary school diploma or its recognized equivalent, and has not achieved an equivalent level of education; or

is an English language learner.

The term “eligible provider” means an organization that has demonstrated effectiveness in providing adult education and literacy activities that may include, but is not limited to:

- a local educational agency;
- a community-based organization or faith-based organization;
- a volunteer literacy organization;
- an institution of higher education;
- a public or private nonprofit agency;
- a library;
- a public housing authority;
- a nonprofit institution;
- a consortium or coalition of the agencies, organizations, institutions, libraries, or authorities;
- a partnership between an employer and an entity described above.

The term “English language acquisition program” means a program of instruction— that is designed to help eligible individuals who are English language learners achieve competence in reading, writing, speaking, and comprehension of the English language; and

that leads to:

(i)(I) attainment of a secondary school diploma or its recognized equivalent; and

(II) transition to postsecondary education and training; or

(ii) employment.

The term “English language learner” when used with respect to an eligible individual, means an eligible individual who has limited ability in reading, writing, speaking, or comprehending the English language, and whose native language is a language other than English; and/or who lives in a family or community environment where a language other than English is the dominant language.

The term “essential components of reading instruction” has the meaning given the term in section 1208 of the Elementary and Secondary Education Act of 1965 (20 U.S.C. 6368).

The term “family literacy activities” means activities that are of sufficient intensity and quality, to make sustainable improvements in the economic prospects for a family and that better enable parents or family members to support their children’s learning needs, and that integrate all of the following activities:

- Parent or family adult education and literacy activities that lead to readiness for postsecondary education or training, career advancement, and economic self-sufficiency.
- Interactive literacy activities between parents or family members and their children.
- Training for parents or family members regarding how to be the primary teacher for their children and full partners in the education of their children.
- An age-appropriate education to prepare children for success in school and life experiences.

The term “institution of higher education” has the meaning given the term in section 101 of the Higher Education Act of 1965 (20 U.S.C. 1001).

The term “integrated education and training” means a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement.

The term “integrated English literacy and civics education” means education services provided to English language learners who are adults, including professionals with degrees and credentials in their native countries, that enables such adults to achieve competency in the English language and acquire the basic and more advanced skills needed to function effectively as parents, workers, and citizens in the United States. Such services shall include instruction in literacy and English language acquisition and instruction on the rights and responsibilities of citizenship and civic participation, and may include workforce training.

The term “literacy” means an individual’s ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function on the job, in the family of the individual, and in society.

The term “postsecondary educational institution” means— an institution of higher education that provides no less than a two-year program of instruction that is acceptable for credit toward a bachelor’s degree; a tribally controlled college or university; or a nonprofit educational institution offering certificate or apprenticeship programs at the postsecondary level.

The term “workplace adult education and literacy activities” means adult education and literacy activities offered by an eligible provider in collaboration with an employer or employee organization at a workplace or an off-site location that is designed to improve the productivity of the workforce.

The term “workforce preparation activities” means activities, programs, or services designed to help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education or training, or employment.

Activities funded under WIOA may be undertaken by any eligible provider or combination of eligible providers. The State will award funds to eligible providers who have demonstrated effectiveness. The funds will be made available through a competitive application process and the grant announcement that is disseminated directly to providers will be the same announcement shared with all eligible providers and information will be posted on the agency website and shared through regional media. All eligible providers are provided the same information and all applications are evaluated using the same scoring criteria. Statewide geographical distribution of sites is of importance in order to ensure citizens relative ease of access. Local programs will be asked to make every effort to provide services which are at nontraditional times e.g. evenings and weekends, and through alternative delivery mechanisms. Currently, basic education programming is offered at over 200 sites including community-based organizations, literacy councils, jails, college campuses, on-site in business and industry (through the Workforce Advancement Training Grant program), job centers, and in churches, libraries, and other sites as collaborative efforts are developed locally.

Local grants will be distributed based on the ability to meet the requirements of AEFLA purposes outlined in WIOA and will serve individuals who a) have attained at least 18 years of age; (b) are not enrolled or required to be enrolled in secondary school under the Wisconsin law, (c) are basic skills deficient; and/or (d) are English language learners.

The purpose of enrolling these individuals is to:

- (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 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.

The WTCS Board will conduct competitions under WIOA upon receiving guidance from the U.S. DOE, Office of Career, Technical and Adult Education. Awards to eligible providers or partnerships of 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, the State will award funds to eligible providers who have demonstrated effectiveness. The funds will be made available through a competitive application process and the grant announcement that is disseminated directly to providers will be the same announcement shared with all eligible providers and information will be posted on the agency website and shared through regional media. All eligible providers are provided the same information and all applications are evaluated using the same scoring criteria. In addition, all eligible providers will be considered for grants based on the same criteria. These criteria are aligned with the directions contained in this Plan and the 13 considerations required by federal legislation. All Title II grant categories will be open in a direct and equitable access manner as per WIOA and USED requirements. Grants will be awarded on a four year basis, with updated applications due each year. 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 WTCS will make these activities a fundable request in its AEFL guidelines. Eligible providers who are awarded funding will need to follow all required AEFL curricular and programmatic component expectations, including making sure their workforce/integrated instruction still follows the WTCS curriculum standards in English language arts, Mathematics, and ELA. These standards will incorporate workforce readiness skills, digital literacy competencies, and will provide opportunities for contextualizing competencies throughout. In their application for funds, eligible local providers will be required to describe their plans for supporting the transition to and implementation of the state's standards. In their local plan, local providers will be required to address professional development and ongoing assistance for all instructors, development and acquisition of curriculum and instructional materials aligned to the standards, monitoring and ongoing technical assistance, and a two-year timeline for the providers' transition to and implementation of state standards. Eligible providers will be required to participate in all required meetings and professional development, participate in all grant monitoring and evaluation processes, participate in technical assistance efforts, etc.

All eligible providers will need to participate in Wisconsin's Moving Pathways Forward approach in which they work with career pathway partners to understand what pathway and bridge opportunities could be available to their students, and how the provider can complement or reinforce the work of these providers in order to create a system of pathways that integrate academic and occupational instruction and that is readily accessible to ABE and ELL students. Providers will need to address in their plan how they will connect with the Moving Pathways Forward initiative, as well as how they will maintain and expand their role over time.

Wisconsin's Moving Pathways Forward Initiative is an initiative that assists in advancing career pathways systems to transition low-skilled adults to postsecondary education and employment. The initiative seeks to further integrate adult education into career pathways system development at the state and local levels.

The term "career pathway" means a combination of rigorous and high-quality education, training, and other services that:

- aligns with the skill needs of industries in the economy of the State or regional economy involved;
- prepares an individual to be successful in any of a full range of secondary or postsecondary education options, including apprenticeships
- includes counseling to support an individual in achieving the individual's education and career goals;
- includes, as appropriate, education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster;
- organizes education, training, and other services to meet the particular needs of an individual in a manner that accelerates the educational and career advancement of the individual to the extent practicable;
- enables an individual to attain a secondary school diploma or its recognized equivalent, and at least 1 recognized postsecondary credential; and
- helps an individual enter or advance within a specific occupation or occupational cluster.

### SPECIAL RULE

Each eligible agency awarding a grant or contract under this section shall not use any funds made available under this title for adult education and literacy activities for the purpose of supporting or

providing programs, services, or activities for individuals who are under the age of 16 and are enrolled or required to be enrolled in secondary school under State law, except that such agency may use such funds for such purpose if such programs, services, or activities are related to family literacy activities. In providing family literacy activities under this title, an eligible provider shall attempt to coordinate with programs and services that are not assisted under this title prior to using funds for adult education and literacy activities under this title for activities other than activities for eligible individuals.

## C. CORRECTIONS EDUCATION AND OTHER EDUCATION OF INSTITUTIONALIZED INDIVIDUALS

---

Describe how the State will establish and operate programs under section 225 of WIOA for corrections education and education of other institutionalized individuals, including how it will fund, in accordance with the requirements of Title II, subtitle C, any of the following academic programs for:

- a. Adult education and literacy activities;
- b. Special education, as determined by the eligible agency;
- c. Secondary school credit;
- d. Integrated education and training;
- e. Career pathways;
- f. Concurrent enrollment;
- g. Peer tutoring; and
- h. Transition to re-entry initiatives and other post release services with the goal of reducing recidivism.

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 State will award 15% of the 82.5% of funds under Sec. 225 of the Act to eligible providers who have demonstrated effectiveness for corrections education and the education of other institutionalized individuals. The funds will be made available through a competitive application process under a specific grant category titled *Institutionalized Individuals*.

The same grant announcement goes directly to providers by posting it on the agency website and shared through regional media. All eligible providers are provided the same information and all applications are evaluated using the same scoring criteria. Any questions posed during the grant submission process will be answered via a Question and Answer document posted to the system's website. Applications are scored by three, out-of-agency readers using the scoring criteria. Grants are award on a four year cycle with updated applications submitted each year.

Specific consideration is given to eligible applicants that indicate priority of service to individuals who are likely to leave the correctional institution within five years of participating in the program, which is identified on the scoring criteria. This approach meets the requirements specified in Title II of WIOA with every effort made to ensure direct and equitable access.

Eligible providers will compete for funds to provide educational programs for adult criminal offenders in correctional institutions. This academic program list is permissive and implementing every program on the list is not required.

(a) Adult education and literacy services

(b) Secondary school credit

- (c) Integrated education and training
- (d) Career pathways
- (e) Concurrent enrollment
- (f) Peer tutoring
- (g) Transition to re-entry initiatives and other post-release services with the goal of reducing recidivism

This expanded list of academic programs allows the State the opportunity to provide instruction in not only adult education and literacy activities but also integrated education and training; career pathways; peer tutoring; and transition to re-entry initiatives and other post-release services with the goal of reducing recidivism.

The State requires as part of the eligible provider's grant application that the correctional institutions describe and define the academic program areas in which they intend to provide academic instruction and describe how the agency will deliver any of these programs. Priorities for the State could be focused on increasing the number of incarcerated adults completing a secondary school credential. The state of Wisconsin offers six credentialing options for students seeking a high school credential.

The State will continue to work on the goal with awarded programs to strengthen educational, reentry services.

## D. INTEGRATED ENGLISH LITERACY AND CIVICS EDUCATION PROGRAM

---

### 1. 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 WTCS, in cooperation with eligible providers in the state, will provide integrated English language instruction and civics education under Section 243 of WIOA, for eligible English language learners who are adults, including professionals with degrees and credentials from their native countries. WTCS will leverage those past successes to meet these requirements under WIOA.

The WTCS application for IELCE (section 243) funds will require applicants to describe how they plan to provide English language acquisition and civics education concurrently and contextually. As part of the IELCE program requirements, each program that receives funding under Section 243 will be designed to 1) prepare adults who are English learners for, and place such adults in unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency; 2) integrate with the local workforce development system and its functions to carry out the activities of the program for the purpose of integrated education and training activities. The proposed activities and budget will be reviewed by WTCS to ensure that they meet all statutory requirements. Based upon past experiences, WTCS imagines typical delivery models to resemble the following:

An eligible provider provides the classroom (English language acquisition and civics education) instruction to a specific cohort of students, while partnering with another nonprofit or social entrepreneurial organization that then provides or coordinates timely and well-aligned occupational skills training, as appropriate, for particular participants from that cohort of students.

### 2. DESCRIBE HOW THE STATE WILL FUND, IN ACCORDANCE WITH THE REQUIREMENTS OF TITLE II, SUBTITLE C, INTEGRATED ENGLISH LITERACY AND CIVICS EDUCATION SERVICES AND HOW THE FUNDS WILL BE USED FOR THOSE SERVICES.

The WTCS will use the same application process for all Title II funding. This ensures that all applications are evaluated using the same rubric and scoring criteria.

WTCS will ensure that all eligible providers have direct and equitable access to apply for grants. WTCS will notify eligible providers through email, general announcements/advertising, and post information on its website. It also ensures that the same grant announcement, application, and proposal process is used for all eligible providers through the grant management system. During the initial period of the grant submission process, any eligible agency that contacts the WTCS with an interest in participating will be provided the information needed. WTCS believes that these approaches meet the requirements specified in AEFLA will make every effort to ensure direct and equitable access. WTCS uses the considerations specified in section 231(e) of WIOA to fund eligible providers by incorporating each of the considerations into the narrative portion of the application. Applicants must provide narrative detail to demonstrate how they will meet each requirement. WTCS will also attach an application rubric weighting each of the considerations.

WTCS will make awards to eligible providers through a competitive application process. Funds will be used to support the operational expenses of local IELCE programs, including teacher salaries and benefits, classroom supplies, textbooks, and other items necessary to carry out instruction in English language acquisition, workforce preparation activities, and civics education. WTCS also plans to issue guidance and technical assistance to eligible providers as needed.

## E. STATE LEADERSHIP

---

### 1. DESCRIBE HOW THE STATE WILL USE THE FUNDS TO CARRY OUT THE REQUIRED STATE LEADERSHIP ACTIVITIES UNDER SECTION 223 OF WIOA.

WTCS will use funds made available under Section 222(a) (2) to enhance the quality of programming in Wisconsin's adult education system. Not more than 12.5 percent of the grant funds made available will be used to carry out State Leadership activities under Section 223. Funding will be augmented using state and local program funds.

During the first two years of this State Plan the WTCS will focus funding on the required activities below. The WTCS office will continually evaluate the changes that have occurred in priorities, needs, staffing patterns and funding levels in order to determine whether new or different priorities should be set. The State Plan will be amended as necessary.

#### **Required Activity (A) The alignment of adult education and literacy activities with other core programs and one stop partners.**

Utilizing a combination of AEFLA funds, DOL funds through the TAACCCT4 Exceeding the Cap grant, and State funds Wisconsin is continuing to find the most effective and efficient ways to provide services in a concurrent way across titles and to ensure a true "One-Stop" concept to clients. Working with our other core partners, we will ensure there is no wrong door to the services provided under WIOA and related educational services provided through the WTCS. The interagency WIOA Leadership Team and the WIOA Performance Accountability teams (which both include WTCS) -- as well as leadership groups for individual Titles and for our state's TAACCCT and Career Pathway efforts -- will continue to plan, offer, and evaluate professional development on all appropriate aspects of WIOA core programs.

#### **Required Activity (B) The establishment or operation of high quality professional development programs**

Professional development under section 223 will continue to be designed and offered based on feedback received from our wide variety of providers. Input re local practitioners' professional development needs will continue to be gathered on monthly and semi-annual AEFL teleconferences and face-to-face system wide meetings of grantees. These calls and meetings will include all grantees.

In order to identify areas appropriate for professional development for faculty and staff, student-level and program-level outcome data will continue to be formally reviewed at least three times per year at both the state and grantee level. Professional development planning and deployment will continue to be led by ABE/ELL staff, with the assistance of research, student services, and occupational program staff from the WTCS. These efforts will continue to be coordinated with, and complemented by, those of the state's literacy organization -- Wisconsin Literacy Inc (who provides training and support for approximately 300 paid staff and over 4000 volunteer tutors).

Three additional mechanisms that will facilitate improvement in faculty/staff capabilities are 1) the requirements for analyzing PD needs in the required AEFL grantee program self-study, 2) the reporting on professional development strategies in the AEFL local plans required of grantees, and

3) the use of the Faculty Quality Assurance System, which is an effective and flexible process that is universally used by all colleges' ABE programs.

AEFL-funded professional development activities will continue to include activities such as the OCTAE-supported STAR and ANI programs, as well as extensive work in OCTAE-supported ELL training. Other continuing topics for professional development will be in contextualized GED instruction, integrated academic and occupational instruction, integrating employability and digital literacy skills into the ABE curriculum, etc. These trainings will be made available through a variety of ways, including focused multi-day training, regional trainings, and local trainings that are supported by Train the Trainer methodology. The WTCS will continue to utilize its ABE website, Career Pathway websites, and its well-developed Curriculum Repository for storing and making available best practice learning materials in these and other focus areas.

### **Required Activities (C) The provision of technical assistance to eligible providers of adult education and literacy activities**

The WTCS will deliver technical assistance to eligible providers to enhance program effectiveness, assist providers in meeting established performance standards, and fulfill obligations associated with being a local one-stop partner. Specific areas of focus will continue to include increasing the capacity of instructors and programs to provide quality instruction in the areas of reading, writing, speaking, mathematics, English language acquisition, and distance education via implementation of professional development activities and associated technical assistance such as:

- Research-based activities such as the STAR reading program (Wisconsin has trained 186 ABE teachers in the STAR approach, and this group has an active web-based learning community)
- Adult Numeracy Initiative training
- Preparing to Achieve training
- Contextualizing the GED training (WTCS-developed)
- Extensive Career Pathway and Career Pathway Bridge training for both ABE and ELL (The WTCS has hundreds of career pathways identified, and many of these have integrated ABE/occupational Career Pathway Bridges attached)
- Training in connecting as many partners as possible into our career pathways approach (through Wisconsin's Moving Pathways Forward initiative).
  
- Training in the use of the CCRS-aligned WTCS ABE curriculum standards (required of all grantees)
  
- Training that focuses on integrating academic language, critical thinking and language strategies into ELL instruction in order to facilitate students' employment and PSE transition
- ELL thematic trainings including 1) Meeting the Language Needs of Today's Adult English Language Learner, 2) Integrating Digital Literacy Into English Language Instruction, and 3) Connecting Adult ESL to Regional High-Growth Career Pathways Through Contextualization.
- Training on effective and efficient ways to provide services in a concurrent way across titles and to ensure a true "One-Stop" concept to clients. (Utilizing a combination of AEFLA funds, DOL funds through the TAACCCT4 Exceeding the Cap grant, and State funds).
  
- Support for regional professional development and coordination of paid and volunteer staff through Wisconsin Literacy Inc. WLI's regional staff provide extensive technical assistance,

including staff training, to eligible providers of adult education and literacy activities to enable the eligible providers to improve the quality of such activities.

Additional priorities for technical assistance in this plan will include:

- Expanded training in the Employability Skills Framework (building on our historical work in the integration of workforce readiness content into curriculum and instruction
- Additional training in cooperative techniques and approaches with other WIOA core programs, including how to coordinate and align services by training staff on intake/orientation, eligibility screening, and referral between partners.
- Extension of training in digital literacy techniques and resources, including high-quality WTCS-designed digital literacy instructional resources.
- Other technical assistance activities of statewide significance that promote the purpose of this title.

#### **Required Activity (D) Monitoring and Evaluation**

The State will provide grantee oversight to include extensive data monitoring, systematic reporting requirements, site visits, a required grantee self-study process that also includes extensive system-office review and analysis, and a program improvement process for low-performing grantees.

#### **2. DESCRIBE HOW THE STATE WILL USE THE FUNDS TO CARRY OUT PERMISSIBLE STATE LEADERSHIP ACTIVITIES UNDER SECTION 223 OF WIOA, IF APPLICABLE.**

See Above.

## 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.

WTCS evaluates programs triannually through narrative reports that include the progress toward meeting the goals and objectives identified in the Local Plan. These reports include measures of attendance hours, educational functioning level gains, number of students post-tested, etc. These reports are systematically reviewed by WTCS staff (including ABE staff), and allow awarded agency staff to review operational aspects of programming such as expenditure of funds, completion of professional development and other activity reports.

Additionally awarded agencies must engage in periodic self-studies overseen by WTCS ABE staff. During the self-study (which can take up to six months) awarded agencies evaluate their programming using the Wisconsin Indicators for Program Quality which include the following:

1. Activities coordinate with other available resources in the community. For example, by establishing strong links with elementary/secondary schools, post-secondary education institutions, one-stop centers, and job training programs and social services agencies, available resources are coordinated with recipients.
2. Learners demonstrate progress toward attainment of basic skills and competencies that support their educational needs
3. Learners advance in the instructional program or complete program educational requirements that allow them to pursue their educational, community, workplace, and personal goals.
4. Learners remain in the program long enough to meet their educational needs/goals.
5. The program has a planning process that is on-going and participatory, guided by evaluation, and based on a written plan that considers community demographics, needs, resources, and economic and technological trends, and is implemented to its fullest extent.
6. The program has curriculum and instruction geared to a wide variety of student learning styles and levels of learner need.
7. The program successfully recruits and coordinates services for the population in the community identified in the AEFLA as underserved regarding literacy and basic skills.
8. The program identifies learner's need for support service and makes services available to learners directly or through referral to other educational and service agencies which the program coordinates.
9. The program has on-going staff development that is responsive to the specific needs of its staff, offers training in the skills necessary to provide quality instruction, and emphasizes practice and systematic follow-up.

Each self-study culminates with a review and report out that indicates all findings, recommendations and commendations. This time also includes discussion on changes and improvements that need to be made as a result of the study.

### *Professional Development Quality Assessment*

Assessing professional learning and its impact on student learning can be an arduous process, however WTCS is utilizing Learning Forward's Standards for Professional Learning, which outline the characteristics of professional learning that leads to effective teaching practices, supportive leadership, and improved student results. Through the Standards for Professional Learning for Learning Forward, WTCS will support awarded agencies in their work to improve student achievement.

In order to promote continuous improvement of professional learning opportunities and have a positive impact on student learning outcomes, WTCS will provide ongoing and systematic needs assessment (surveys) to identify the professional development needs in the field. WTCS will also consult with educators in order to create a community of learners, in order to share best practices and evidence-based training models and approaches. Participants who take part in professional learning opportunities will be surveyed after all workshops, conference presentations and webinars to evaluate and provide feedback. This feedback will be utilized to inform future events and activities.

### *Monitoring*

WTCS will review local AEFL plans that provide information required by the AEFLA. These plans are used as part of the monitoring and evaluation process. To receive funding eligible recipients are required to have an approved local plan on file. Updates to the local plan must be submitted with the grant application for approval.

The plan must cover the following areas:

A. Grant Project Assurances

B. Use of Funds Overview

C. Intensity and Duration of Instruction and Services Describe how the educational services offered are of sufficient intensity and duration for participants to achieve substantial learning gains. Intensity relates to the methodologies used to improve student learning and duration relates to the amount of time the services are available to learners.

D. Technology in the classroom refers to instructional technology used in the ABE/ELA classroom to facilitate and improve the delivery of ABE/ELA instruction.

E. Real Life Contexts Describe how the activities provide learning in real life contexts to ensure that an individual has the skills needed to compete in the workplace.

F. Trained Staff Describe how the activities are staffed by trained instructors, counselors and administrators. Describe how the professional development activities are planned and evaluated.

G. Information Management Describe how a high quality information management system with the capacity to report participant outcomes and monitor performance against WTCS performance measures will be maintained.

WTCS will provide a variety of monitoring strategies that include conference calls, improvement plans, self-assessments, grant reviews and if necessary onsite visits designated for providers deemed to be at higher risk.

#### *Actions to Improve Quality*

The purpose of accountability is to assess the effectiveness of the State in achieving statewide progress in adult education performance targets for ABE and to optimize the return on investment of federal funds in ABE activities. If noncompliance finding(s) are identified, a corrective action plan will be required. In a competition year, all awarded agencies are accountable to WTCS to meet standards of quality for administration and instruction as outlined by WTCS. Effectiveness of programs, services and activities of local recipients of funds will be assessed through systematic evaluation of programs. There are numerous ways in which we hold programs accountable, including the outcome-based performance standards for ABE services specified by the DOE's NRS. There are six (6) indicators of performance that pertain to all learners who receive 12 hours or more of service. WTCS uses numerical targets negotiated with the U.S. DOE and actual performance to judge local program performance on the six (6) indicators of performance. Awarded agencies are responsible to meet the performance targets for each measure as defined by the WTCS.

In addition to program improvement plans and other actions taken to improve quality, WTCS will offer a variety of professional development in the areas of assessment, instruction, data reporting and/or other technical assistance to support areas identified for improvement.

## CERTIFICATIONS

---

States must provide written and signed certifications that

1. The plan is submitted by the State agency that is eligible to submit the plan. Yes
2. The State agency has authority under State law to perform the functions of the State under the program. Yes
3. The State legally may carry out each provision of the plan. Yes
4. All provisions of the plan are consistent with State law. Yes
5. A State officer, specified by title in the certification, has authority under State law to receive, hold, and disburse Federal funds made available under the plan. Yes
6. The State officer who is submitting the plan, specified by the title in the certification, has authority to submit the plan. Yes
7. The agency that is submitting the plan has adopted or otherwise formally approved the plan. Yes
8. The plan is the basis for State operation and administration of the program. Yes

## CERTIFICATION REGARDING LOBBYING

---

### Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

## STATEMENT FOR LOAN GUARANTEES AND LOAN INSURANCE

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Applicant's Organization

Full Name of Authorized Representative:

Title of Authorized Representative:

SF LLL Form – Disclosure of Lobbying Activities (only if applicable)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>). If applicable, please print, sign, and email to OCTAE\_MAT@ed.gov

## ASSURANCES

---

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). Yes
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. Yes
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. Yes
4. The Integrated English Literacy and Civics Education program under section 243(a) of WIOA will be delivered in combination with integrated education and training activities; Yes
5. The Integrated English Literacy and Civics Education program under section 243(a) of WIOA will be 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; and Yes
6. Using funds made available under title II of WIOA to carry out a program for criminal offenders within a correctional institution, the eligible agency will give priority to serving individuals who are likely to leave the correctional institution within five years of participation in the program. Yes

---

## PROGRAM-SPECIFIC REQUIREMENTS FOR VOCATIONAL REHABILITATION

---

The Vocational Rehabilitation (VR) Services Portion of the Unified or Combined State Plan\* must include the following descriptions and estimates, as required by section 101(a) of the Rehabilitation Act of 1973, as amended by WIOA:

---

\* Sec. 102(b)(D)(iii) of 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;

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:

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 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.

**2. THE DESIGNATED STATE UNIT'S RESPONSE TO THE COUNCIL'S INPUT AND RECOMMENDATIONS; AND**

See Above.

**3. THE DESIGNATED STATE UNIT'S EXPLANATIONS FOR REJECTING ANY OF THE COUNCIL'S INPUT OR RECOMMENDATIONS.**

See Above.

## 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;

State VR programs must deliver their services statewide, unless they have received a waiver. Wisconsin has not requested a waiver of statewideness.

2. THE DESIGNATED STATE UNIT WILL APPROVE EACH PROPOSED SERVICE BEFORE IT IS PUT INTO EFFECT; AND

State VR programs must deliver their services statewide, unless they have received a waiver. Wisconsin has not requested a waiver of statewideness.

3. ALL STATE PLAN REQUIREMENTS WILL APPLY

requirements of the VR services portion of the Unified or Combined State Plan will apply to the services approved under the waiver.

State VR programs must deliver their services statewide, unless they have received a waiver. Wisconsin has not requested a waiver of statewideness.

## C. COOPERATIVE AGREEMENTS WITH AGENCIES NOT CARRYING OUT ACTIVITIES UNDER THE STATEWIDE WORKFORCE DEVELOPMENT SYSTEM.

---

Describe interagency cooperation with and utilization of the services and facilities of agencies and programs that are not carrying out activities through the statewide workforce development system with respect to:

### 1. FEDERAL, STATE, AND LOCAL AGENCIES AND PROGRAMS;

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. 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 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. 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. If any entity other than the Wisconsin Division of Vocational Rehabilitation is obligated under federal or state law, or assigned responsibility under state policy or under this paragraph, to provide or pay for any services that are also considered to be 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. 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.

#### 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.

DVR will engage DOC and DCF officials through a MOU to establish protocols for working with individuals in adult corrections and juvenile justice systems to ensure a more successful re-entry into communities through employment. DVR will also coordinate with Promise grant to advance employment opportunities for juveniles in the juvenile justice system.

DVR will engage DOC and DCF officials through a MOU to establish protocols for working with individuals in adult corrections and juvenile justice systems to ensure a more successful re-entry into

communities through employment. DVR will also coordinate with Promise grant to advance employment opportunities for juveniles in the juvenile justice system.

#### 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.

#### 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.

The website address is: <http://dwd.wisconsin.gov/dvr/>

#### 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.

## 2. STATE PROGRAMS CARRIED OUT UNDER SECTION 4 OF THE ASSISTIVE TECHNOLOGY ACT OF 1998;

See Above.

## 3. PROGRAMS CARRIED OUT BY THE UNDER SECRETARY FOR RURAL DEVELOPMENT OF THE UNITED STATES DEPARTMENT OF AGRICULTURE;

See Above.

## 4. NONEDUCATIONAL AGENCIES SERVING OUT-OF-SCHOOL YOUTH; AND

See Above.

## 5. STATE USE CONTRACTING PROGRAMS.

See Above.

## D. COORDINATION WITH EDUCATION OFFICIALS

---

Describe:

### 1. DSU'S PLANS

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.

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, policies 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/dpi_interagency_agreement.pdf)

[http://dwd.wisconsin.gov/dvr/pdf\\_files/tag.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 (ages 14–21) 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, (after school work opportunities outside the traditional school setting including internships that are provided in an integrated environment) ? Counseling on opportunities in comprehensive transition or enrollment in postsecondary educational programs ? Workplace readiness training to develop social skills and independent living Instruction in self-advocacy/peer mentoring

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.

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.
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 will also coordinate with DPI on outreach and marketing to parents to ensure service opportunities are widely dispersed and well-known. DVR actively participates with the National and Wisconsin Community of Practice on Transition 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.

## 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;

See Above.

### B. TRANSITION PLANNING BY PERSONNEL OF THE DESIGNATED STATE AGENCY AND EDUCATIONAL AGENCY THAT FACILITATES THE DEVELOPMENT AND IMPLEMENTATION OF THEIR INDIVIDUALIZED EDUCATION PROGRAMS;

See Above.

### C. ROLES AND RESPONSIBILITIES, INCLUDING FINANCIAL RESPONSIBILITIES, OF EACH AGENCY, INCLUDING PROVISIONS FOR DETERMINING STATE LEAD AGENCIES AND QUALIFIED PERSONNEL RESPONSIBLE FOR TRANSITION SERVICES;

See Above.

### D. PROCEDURES FOR OUTREACH TO AND IDENTIFICATION OF STUDENTS WITH DISABILITIES WHO NEED TRANSITION SERVICES.

See Above.

## E. COOPERATIVE AGREEMENTS WITH PRIVATE NONPROFIT ORGANIZATIONS

(Formerly known as Attachment 4.8(b)(3)). 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, assistive technology assessment and services. Agencies wishing to provide these services sign a fee-for-service agreement with DVR. The statewide rates, technical specifications for services, service provider agreement and the providers that have a signed agreement with DVR are posted on the DVR public website. Other service agreements may be developed as required and appropriate. Agencies are must renew annual and sign service provider agreements for each new State Fiscal Year.

[http://dwd.wisconsin.gov/dvr/service\\_providers/default.htm](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.

Every two years, DVR will conduct consumer feedback surveys to quantify DVR staff satisfaction and feedback. DVR will utilize the findings to improve staff services, enhance training, and ensure quality delivery of services.

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

---

(Formerly known as Attachment 4.8(b)(4)). 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.

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.

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.

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.

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.

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.

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.

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.

The WI VR case management system has the ability to identify cases and expend the funds allotted as required by RSA.

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.

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.

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.

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.

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.

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.

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.

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 an examination of the job, tasks within the job, accommodations, training, reinforcement and natural supports for transition to long-term sustainable supports.

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.

Administrative funds for VR staff are charged to Title 1 B dollars and the administrative costs are reported to RSA as zero.

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

Will meet quarterly with Wisconsin's Work Incentive Coordinator to ensure accurate and timely information for staff and customers is used.

## G. COORDINATION WITH EMPLOYERS

---

(Formerly known as Attachment 4.8(b)(5)). 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

#### 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.

The Business Service Consultants will also be available as technical advisors for: employers on ADA, accommodations and other disability services as described in WIOA; and for their employees developing disabilities throughout their tenure with an employer.

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.

Additionally, DVR has become the Point of Contact for Kwik Trip in all its Wisconsin convenience stores. DVR also works to meet the talent needs through our National Employment Team with employers such as Meijer, Wells Fargo, and Amazon.

Two initiatives were included in the Wisconsin Blueprint for Prosperity that will allow DVR to expand place and train opportunities for job seekers with disabilities and Wisconsin businesses. • Training Workers with Disabilities Grants, part of the 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.

## 2. TRANSITION SERVICES, INCLUDING PRE-EMPLOYMENT TRANSITION SERVICES, FOR STUDENTS AND YOUTH WITH DISABILITIES.

Internships, job shadows and employment tours and paid work experiences can be especially beneficial to those ending their academic training and needing work experience to better match to employer needs. WI VR also partners with business in specific employer led training programs such as Project Search and Walgreens REDI. In addition, WI VR also has collaborated with business to provide paid internships for the summer months for students with disabilities still in high school. There are locally developed programs in each WDA to provide PETS services in connection with paid work opportunities.

## 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;

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, policies and protocols established to serve youth eligible for DVR services.

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.

## 2. THE STATE AGENCY RESPONSIBLE FOR PROVIDING SERVICES FOR INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES; AND

See Above.

## 3. THE STATE AGENCY RESPONSIBLE FOR PROVIDING MENTAL HEALTH SERVICES.

See Above.

## I. COMPREHENSIVE SYSTEM OF PERSONNEL DEVELOPMENT; DATA SYSTEM ON PERSONNEL AND PERSONNEL DEVELOPMENT

---

(Formerly known as Attachment 4.10)). 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

#### 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;

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. 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. 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

ii. the number of personnel currently needed by the State agency to provide VR services, broken down by personnel category; and

See Above.

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.

See Above.

## 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 these 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. 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

Institution	Students enrolled	Employees sponsored by agency and/or RSA	Graduates sponsored by agency and/or RSA	Graduates from the previous year
University of Wisconsin – Madison Rehab Psych	21	NA	NA	27
University of Wisconsin – Stout MS VR Program	71	NA	NA	25
University of Wisconsin – Oshkosh Community Counseling School	32	38	15	NA
University of Wisconsin– Whitewater Community Counseling School	55	47	18	NA

## 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.

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 statutes. 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.

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 34 CFR 361.18(c) 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

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.

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.

**B. THE ESTABLISHMENT AND MAINTENANCE OF EDUCATION AND EXPERIENCE REQUIREMENTS, IN ACCORDANCE WITH SECTION 101(A)(7)(B)(II) OF THE REHABILITATION ACT, TO ENSURE THAT THE PERSONNEL HAVE A 21ST CENTURY UNDERSTANDING OF THE EVOLVING LABOR FORCE AND THE NEEDS OF INDIVIDUALS WITH DISABILITIES.**

See Above.

**4. STAFF DEVELOPMENT.**

Describe the State agency's policies, procedures, and activities to ensure that, consistent with section 101(a)(7)(C) of the Rehabilitation Act, all personnel employed by the designated State unit receive appropriate and adequate training in terms of:

**A. SYSTEM OF STAFF DEVELOPMENT**

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 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.

DVR has partners with the Promise Grant to expand training in "trauma-informed care" and reviewing additional opportunities to add to new and continuing staff training. More training will also be provided to advance "rapid engagement" with consumers to ensure a better and faster attachment to the labor force using techniques such as those demonstrated through IPS. This should also ensure smaller caseloads for counselors.

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. ACQUISITION AND DISSEMINATION OF SIGNIFICANT KNOWLEDGE

procedures for the acquisition and dissemination of significant knowledge from research and other sources to designated State unit professionals and paraprofessionals.

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

Among 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 Brailled and large print materials.

## 6. COORDINATION OF PERSONNEL DEVELOPMENT UNDER THE INDIVIDUALS WITH DISABILITIES EDUCATION ACT

As appropriate, describe the procedures and activities to coordinate the 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

---

(Formerly known as Attachment 4.11(a)).

### 1. PROVIDE AN ASSESSMENT OF THE REHABILITATION NEEDS OF INDIVIDUALS WITH DISABILITIES RESIDING WITHIN THE STATE, PARTICULARLY THE VR SERVICES NEEDS OF THOSE:

#### A. WITH THE MOST SIGNIFICANT DISABILITIES, INCLUDING THEIR NEED FOR SUPPORTED EMPLOYMENT SERVICES;

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:

- 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.
- Exploration of STEM careers for specialized disability types, such as Autism, for specialized training.

## B. WHO ARE MINORITIES;

Specific needs identified include:

- Provide training to all VR staff in multicultural awareness;
- Increase VRC expertise to address cross cultural needs;
- Develop awareness in staff of socio-economic issues that are interfering with a person’s ability to stay engaged;
- Develop better methods to identify issues preventing involvement and make appropriate referrals to community resources to consider these issues to increase engagement of individuals in the VR process;
- Culturally competent mental health counseling;
- More Spanish speaking VR and employment and training staff;
- Develop common protocols for employers to address language barriers;
- Develop cooperative programming with the Welfare-to-Work (W-2) staff to address individuals with disabilities (usually in the W-2 Transition 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;
- Use of post-employment services for retention needs;
- Develop mentoring services related to crime/poverty to support employment efforts e.g. African American, Native

American, Hmong (with specific beliefs or different tribes), and Hmong with their clan structure; and,

- Increase the service rate for minorities as it does not meet the national standard.

### C. WHO HAVE BEEN UNSERVED OR UNDERSERVED BY THE VR PROGRAM;

Under the new federal law, DVR is developing outreach strategies to combine the needs of students with disabilities and those that might have been previously referred from schools to center-based services, rather than to DVR for career and employment needs. DVR believes this new focus will dramatically change the consumers served moving forward into the near future.

DVR, working with 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
- 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. WHO HAVE BEEN SERVED THROUGH OTHER COMPONENTS OF THE STATEWIDE WORKFORCE DEVELOPMENT 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.
- Provide expertise for tools that advance talent match between business and DWD (i.e. Talent Acquisition Portal).
- Increase job openings on the system
- Continue to expand partnerships and encourage coordination of services
- Development of new ways to provide for job creation or to incentivize employers
- Work

cooperatively to remove stigmas in the workplace. • Use of Customized Employment when appropriate.

**E. WHO ARE YOUTH WITH DISABILITIES AND STUDENTS WITH DISABILITIES, INCLUDING, AS APPROPRIATE, THEIR NEED FOR PRE-EMPLOYMENT TRANSITION SERVICES OR OTHER TRANSITION SERVICES.**

**2. 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
- Use of trauma informed care practices and multicultural awareness techniques.
- Connect and coordinate Federal 503 activities for increased hiring of people with disabilities with federal contractors.

With Wisconsin's USDOE Promise Grant, many of the resources mapped out for family services will now be available for DVR staff to also use for referral to other service that address the non–DVR needs of consumers. This important effort will be on going throughout the life of the grant but will be maintained by DVR staff upon the grant's completion. DVR is pursuing a partnership with the University of Wisconsin Graduate School for Public Policy to do quality reviews that research consumer service delivery, especially those of minority populations and those living in poverty.

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.

3. INCLUDE AN ASSESSMENT OF THE NEEDS OF INDIVIDUALS WITH DISABILITIES FOR TRANSITION CAREER SERVICES AND PRE-EMPLOYMENT TRANSITION SERVICES, AND THE EXTENT TO WHICH SUCH SERVICES ARE COORDINATED WITH TRANSITION SERVICES PROVIDED UNDER THE INDIVIDUALS WITH DISABILITIES EDUCATION ACT .

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

---

(Formerly known as Attachment 4.11(b)). Describe:

### 1. THE NUMBER OF INDIVIDUALS IN THE STATE WHO ARE ELIGIBLE FOR SERVICES;

#### ANNUAL ESTIMATES OF INDIVIDUALS TO BE SERVED AND COSTS OF SERVICES

##### 1) Estimate of Number of Individuals in the State Eligible for VR Services:

The 2014 U.S. Census Bureau American Community Survey determined that the population of Wisconsin was 5,724,692, which was a 0.3% increase over the 2013 estimate. In 2014, there were an estimated 4,561,244 working-age residents 16 years and older.

The 2014 U.S. Census Bureau American Community Survey estimates reported 646,635 residents (civilian, non-institutionalized) with a disability equaling 11.4% of the total population.

The U.S. Census Bureau estimates for 2014 also reported the following demographic profile for the residents of the state:

- 86.3% were White;
- 6.3% were Black or African American;
- 4.1% were Hispanic (any race);
- 2.6% were Asian;
- 2.1% were multi-racial;
- 0.9% were American Indian and Alaska Native;
- Less than 0.1% were Native Hawaiian and Other Pacific Islander.

Among people of at least five years of age living in Wisconsin in 2014, 8.6% spoke a language at home other than English. Of this group, 37.5% reported speaking English less than "very well". Of those speaking a language other than English at home, 52.7% spoke Spanish and 47.3% spoke some other language.

Additional disability and employment detail is available in the 2014 U.S. Census Bureau American Community Survey. An estimated 9.4% or 332,673 of Wisconsin's total civilian, non-institutionalized population ages 18 to 64 years reported having a disability.

According to the Wisconsin Department of Public Instruction (DPI) website for the 2015-16 school year, child count figures from DPI, there were 118,417 students with disabilities served by public schools. While the number of persons potentially eligible for VR services is variable, our best estimate is 212,543 individuals between the ages of 16 and 64. This combined number of unemployed and those out of the labor force who are disabled and were between the ages of 16 and 64 in 2014 according to U.S. Census estimates.

##### 2) Number of Eligible Individuals Who Will Receive Services:

The DVR estimates that during FFY17 35,891 individuals with disabilities will apply for and/or receive services. Of those eligible individuals it is estimated that 3,114 will receive services under the Title VI-B supported employment program. Wisconsin is currently using an order of selection in accordance with section 5.3 of the State Plan and estimates 237 individuals on the waitlist for FFY17.

The following information explains the DVR estimated number of individuals to apply for and/or be served under each priority category within the OOS for FFY17.

Category: Most Significant

Estimated Number to be Served: (Includes Supported Employment estimate N= 2,332) 10,457

Estimated Title I or Title VI Funds: \$21,819,893

Category: Significant

Estimated Number to be Served: (Includes Supported Employment estimate N= 781) 22,626

Estimated Title I or Title VI Funds: \$40,302,476

Category: Other Eligible

Estimated Number to be Served: 187

Estimated Title I or Title VI Funds: \$74,027

Category: On OOS Wait List

Estimated Number: 237

Estimated Title I or Title VI Funds: \$5,358

Category: Applicants on Hand

Estimated Number: 1,342

Estimated Title I or Title VI Funds: \$6,316

Category: Applicants Closed From Application Status

Estimated Number: 1,044

Estimated Title I or Title VI Funds: \$40,062

Total Number 35,891

Total Title I or Title VI Funds \$62,248,132

3. Through FFY 17 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 FFY17 and FFY18.

## 2. THE NUMBER OF ELIGIBLE INDIVIDUALS WHO WILL RECEIVE SERVICES UNDER:

### A. THE VR PROGRAM;

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. 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

### B. THE SUPPORTED EMPLOYMENT PROGRAM; AND

See Above.

### C. EACH PRIORITY CATEGORY, IF UNDER AN ORDER OF SELECTION;

See Above.

## 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:

### 1. IDENTIFY IF THE GOALS AND PRIORITIES WERE JOINTLY DEVELOPED

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.

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.

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 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 WIOA 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:

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.

**A. THE MOST RECENT COMPREHENSIVE STATEWIDE ASSESSMENT, INCLUDING ANY UPDATES;**

See Above.

**B. 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.

**C. OTHER AVAILABLE INFORMATION ON THE OPERATION AND EFFECTIVENESS OF THE VR PROGRAM, INCLUDING ANY REPORTS RECEIVED FROM THE STATE REHABILITATION COUNCIL AND FINDING AND RECOMMENDATIONS FROM MONITORING ACTIVITIES CONDUCTED UNDER SECTION 107.**

In 2015, an extensive effort was completed related to examining the needs of individuals who may need supported employment. 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. WHETHER THE DESIGNATED STATE UNIT WILL IMPLEMENT AND ORDER OF SELECTION. IF SO, DESCRIBE:

#### A. 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.

#### 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 may or may 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.

## B. 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 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.

## C. 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.

## D. 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.

## E. 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.

**2. 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.**

Does not apply.

## N. GOALS AND PLANS FOR DISTRIBUTION OF TITLE VI FUNDS.

---

### 1. SPECIFY THE STATE'S GOALS AND PRIORITIES FOR FUNDS RECEIVED UNDER SECTION 603 OF THE REHABILITATION ACT FOR THE PROVISION OF 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.
- 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:

#### A. THE PROVISION OF EXTENDED SERVICES FOR A PERIOD NOT TO EXCEED 4 YEARS; AND

- DVR will continue to find partnership opportunities with DHS and DPI to continue outreach to transition students who may need supported employment. DVR will work with schools to offer work experiences to transition students while still in high school, ensuring a more hopeful employment path when reaching adulthood. DVR also developed and will continue to utilize a Youth 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 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.

## B. HOW THE STATE WILL LEVERAGE OTHER PUBLIC AND PRIVATE FUNDS TO INCREASE RESOURCES FOR EXTENDED SERVICES AND EXPANDED SUPPORTED EMPLOYMENT OPPORTUNITIES FOR YOUTH WITH THE MOST SIGNIFICANT DISABILITIES.

- DVR will continue to work collaboratively with 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 of supported employment fee-for-service providers in targeted areas of the State who provide customized employment services and integrated community-based SES and LTES in lieu of center-based extended employment.

- DVR conducts regular collaborative meetings and activity with sources of long term support including managed care organizations, self-directed managed care and county programs to facilitate referrals, service coordination and increase outcomes.

- DVR is a strong partner in the 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

- o Changes in policy that increase community employment for youth with I/DD
- o Increases in integrated, community employment rates of youth with I/DD
- o 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

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)):

### 1. THE METHODS TO BE USED TO EXPAND AND IMPROVE SERVICES TO INDIVIDUALS WITH DISABILITIES.

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 with the most significant and significant disabilities from the OOS wait list in a timely manner, up to 2% of Title I–B case aid funds may be used for other allowable purposes, including innovation and expansion services. 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. Training of DVR Counselors in trauma-informed care will also help with minority populations to succeed in employment by better customizing sequencing of services.

DVR will continue to provide revenue identified in the State budget to the 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 (ages 14–21) 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, (after school work opportunities outside the traditional school setting including internships that are provided in an integrated environment) • Counseling on opportunities in comprehensive transition or enrollment in postsecondary educational programs • Workplace readiness training to develop social skills and independent living • Instruction in self-advocacy/peer mentoring

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.

#### 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.

## 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.

- 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.
- The Quality Assurance Unit will also review cases and will pursue a partnership with UW School of Public Policy to ensure equitable service delivery to all consumers.

## 7. STRATEGIES FOR ASSISTING OTHER COMPONENTS OF THE STATEWIDE WORKFORCE DEVELOPMENT SYSTEM IN ASSISTING INDIVIDUALS WITH DISABILITIES.

To assure that individuals with disabilities have access to the full range of services provided by the other 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;

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 outreach 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.

**B. SUPPORT INNOVATION AND EXPANSION ACTIVITIES; AND**

See Above.

**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.**

See Above.

## 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.

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.

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.

## **B. DESCRIBE THE FACTORS THAT IMPEDED THE ACHIEVEMENT OF THE GOALS AND PRIORITIES.**

See Above.

## **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.**

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.

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.

## **B. DESCRIBE THE FACTORS THAT IMPEDED THE ACHIEVEMENT OF THE GOALS AND PRIORITIES.**

See Above.

## **3. THE VR PROGRAM'S PERFORMANCE ON THE PERFORMANCE ACCOUNTABILITY INDICATORS UNDER SECTION 116 OF WIOA.**

### **EVALUATION AND REPORT OF PROGRESS: VR AND SUPPORTED EMPLOYMENT GOALS**

(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.

During FY 2015, the WI VR program began to focus on new performance measures required under the Workforce Innovation and Opportunity Act (WIOA).

A. Percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.

Our projected FY 2016 is 50%. This figure has been determined based on information collected from Unemployment Insurance data available to DVR.

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

Our projected FY 2016 is 48%. This figure has been determined based on information collected from Unemployment Insurance data available to DVR.

C. The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

Our projected FY 2016 is \$2500/quarter earnings. This figure has been determined based on information collected from Unemployment Insurance data available to DVR.

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.

Our projected FY 2016 is 30%. This figure has been determined based on information collected from the DVR case management information and is an estimate.

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.

Our projected FY 2016 is 30%. This figure has been determined based on information collected from the DVR case management system and is an estimate.

F. The indicators for effectiveness in serving employers.

There has not been final guidance related to how VR programs are to measure effectiveness with employers. There has been an indication that there will be a choice for states to select two of three measures. DVR will review current procedures and data collected in order to determine which measures allow for the most meaningful assessment along with our other WIOA partners.

In 2013, DVR initiated a business service model in and continues to serve and have 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.

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 database 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.

(2) An evaluation of the extent to which the Supported Employment program goals described in the Supported Employment Supplement for the most recent program year were achieved. The evaluation must: (A) Identify the strategies that contributed to the achievement of the goals. (B) Describe the factors that impeded the achievement of the goals and priorities.

DVR has met a goal of providing supplemental funds to serve any individual needing supported employment services. 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. 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 has placed a priority on supported employment services and will continue supplemental funding of supported employment services to meet additional and needed demand.

DVR has established a goal to improve the capacity and quality of supported employment, customized and individual placement and support services. DVR provides fee-for-service outcome based payments to non-profit and profit rehabilitation entities and other service providers for the provision of time-limited supported employment services. There continues to be issues of capacity and quality with the provision of all types of supported employment services. This goal has not been met.

DVR has provided additional funds for supported employment but the provider network has not kept up with demand. There has been uncertainty among the community rehabilitation programs who serve as providers of supported employment due to an anticipated structural change in the managed care system in Wisconsin. In addition, that same network of providers faces uncertainty as to the impact of the WIOA and Center for Medicaid Services rules related to pre-vocational services and settings related to sub-minimum wage employment. Those changes will affect the financial stability of the providers who also operate sheltered workshops.

In FY 2016-2017 there is a plan to emphasize building capacity and improving the quality of the existing provider network. DVR has updated and strengthened the technical specifications for services, which include identification of specific roles, and responsibilities for the consumer, DVR and the service providers. We expect to provide training for providers that will include use of new methodologies for job development and on the job supports, taking some evidence based strategies

from Individual Placement and Support (IPS) and incorporating them into supported employment services. DVR will also be creating a standardized statewide service for customized employment. DVR will continue to explore strategies to identify new providers and to work with the existing provider network to increase capacity.

DVR also has a goal to continue to expand the (IPS) model of supported employment for individual with serious and persistent mental illness in Wisconsin. This goal has been met. The number of sites has grown from three sites in 2010, to more than 22 in FY 15. It is expected that IPS will continue to grow across Wisconsin. DVR is an active partner in that effort.

(3) The VR program's performance on the performance accountability indicators under section 12016 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.

Projection for FY 2017: 51%

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

DVR has in place 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.

Projection for FY 2017:49%

C. The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program

DVR has in place 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.

Projection for FY 2017:\$2600.00/quarter

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.

Projection for FY 2017:31%

E. The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measureable skill gains toward such a credential or employment.

DVR has 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

Projection for FY 2017:31%

F. The indicators for effectiveness in serving employers.

There are no published performance requirements for employer effectiveness. In draft documents made available prior to the finalization of the state plan, there appear to be three options. DVR will review current procedures and data collected in order to determine which measures allow for the most meaningful assessment along with our other WIOA partners.

Projection for FY 2017: To be determined

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

Specialized Innovation and Expansion Projects In WDA 1, 5 and 8 there are financial literacy projects that established a program to help consumers better understand fraud, identity theft, savings, budgeting, and financial stability. The cost of the combined project: \$40,686.

In WDA's 5 and 6 there was a Project in partnership with the Division of Employment and Training provides comprehensive, individualized and value added services to DVR consumers. It adds optimizing opportunities to stay competitive in the inclusive marketplace. The cost of the project \$148,218.

In partnership and coordination with the Great Lakes Inter-Tribal Council (GLITC) a "Place and Train" projects was developed and implements with mutually agreed upon Tribal businesses, to place consumers of Wisconsin DVR or joint Wisconsin DVR-GLITC VR in competitive jobs either directly with the Tribal entity hosting the training or within the local community using their newly acquired skills and work reference. Services will include job development, soft skill training, on the job training and follow up services. The cost of the projects: \$116,378.

## Operational Uses for Innovation and Expansion Funds

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.

### 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. 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 6/1/2013–9/30/ 2015 \$350,500 annually Mentor program to establish resources and services to assist in employment. 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.

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](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. The fee structure is reviewed on an annual basis and will be reviewed again in FY16 in relation to the Division's newly issued technical specifications and newly added items to the fee schedule.

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.

## 2. THE TIMING OF TRANSITION TO EXTENDED SERVICES.

See Above.

## CERTIFICATIONS

---

Name of designated State agency or designated State unit, as appropriate **WI Department of Workforce Development**

Name of designated State agency **Division of Vocational Rehabilitation**

Full Name of Authorized Representative: **Delora Newton**

Title of Authorized Representative: **State Director**

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

1. The **designated State agency or designated State unit (as appropriate) listed above** is authorized to submit the VR services portion of the Unified or Combined State Plan under title 1 of the Rehabilitation Act of 1973 (Rehabilitation Act), as amended by WIOA\*, and its supplement under title VI of the Rehabilitation Act.\*\* Yes
2. As a condition for the receipt of Federal funds under title I of the Rehabilitation Act for the provision of VR services, the **designated State agency listed above** agrees to operate and administer the State VR Services Program in accordance with the VR services portion of the Unified or Combined State Plan , the Rehabilitation Act, and all applicable regulations , 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; Yes
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\* , the Rehabilitation Act, and all applicable regulations , 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;\*\* Yes
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; Yes
5. The State legally may carry out each provision of the VR services portion of the Unified or Combined State Plan and its supplement. Yes
6. All provisions of the VR services portion of the Unified or Combined State Plan and its supplement are consistent with State law. Yes
7. The **Authorized Representative listed above** 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; Yes

8. The **Authorized Representative listed above** has the authority to submit the VR services portion of the Unified or Combined State Plan and the supplement for Supported Employment services; Yes

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. Yes

## FOOTNOTES

---

### Certification 1 Footnotes

\* Public Law 113-128.

\*\* Unless otherwise stated, "Rehabilitation Act" means the Rehabilitation Act of 1973, as amended by WIOA, signed into law on July 22, 2014.

### Certification 2 Footnotes

\* All references in this plan to "designated State agency" or to "the State agency" relate to the agency identified in this paragraph.

\*\* No funds under title 1 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.

\*\*\* 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.

### Certification 3 Footnotes

\* 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.

\*\* Applicable regulations, in part, include the citations in \*\*\* under Certification 2 footnotes

## ADDITIONAL COMMENTS ON THE CERTIFICATIONS FROM THE STATE

## CERTIFICATION REGARDING LOBBYING — VOCATIONAL REHABILITATION

---

Certification for Contracts, Grants, Loans, and Cooperative Agreements The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### STATEMENT FOR LOAN GUARANTEES AND LOAN INSURANCE

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Applicant's Organization

Full Name of Authorized Representative:

Title of Authorized Representative:

SF LLL Form – Disclosure of Lobbying Activities (only if applicable)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>). If applicable, please print, sign, and email to MAT\_OCTAE@ed.gov

## CERTIFICATION REGARDING LOBBYING — SUPPORTED EMPLOYMENT

---

Certification for Contracts, Grants, Loans, and Cooperative Agreements The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

## STATEMENT FOR LOAN GUARANTEES AND LOAN INSURANCE

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Applicant's Organization

Full Name of Authorized Representative:

Title of Authorized Representative:

SF LLL Form – Disclosure of Lobbying Activities (only if applicable)  
(<http://www2.ed.gov/fund/grant/apply/appforms/appforms.html>).

## 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.

### 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 **(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.

D. THE FINANCIAL PARTICIPATION BY THE STATE, OR IF THE STATE SO ELECTS, BY THE STATE AND LOCAL AGENCIES, TO PROVIDE THE AMOUNT OF THE NON-FEDERAL SHARE OF THE COST OF CARRYING OUT THE VR PROGRAM IN ACCORDANCE WITH SECTION 101(A)(3).

E. THE LOCAL ADMINISTRATION OF THE VR SERVICES PORTION OF THE UNIFIED OR COMBINED STATE PLAN, IN ACCORDANCE WITH SECTION 101(A)(2)(A) OF THE REHABILITATION ACT.

The designated State agency allows for the local administration of VR funds **No**

F. THE SHARED FUNDING AND ADMINISTRATION OF JOINT PROGRAMS, IN ACCORDANCE WITH SECTION 101(A)(2)(A)(II) OF THE REHABILITATION ACT.

The designated State agency allows for the shared funding and administration of joint programs: **No**

G. STATEWIDENESS AND WAIVERS OF STATEWIDENESS REQUIREMENTS, AS SET FORTH IN SECTION 101(A)(4) OF THE REHABILITATION ACT.

Is the designated State agency requesting or maintaining a waiver of statewideness for one or more services provided under the VR services portion of the Unified or Combined State Plan? See Section 2 of this VR services portion of the Unified or Combined State Plan. **No**

H. THE DESCRIPTIONS FOR COOPERATION, COLLABORATION, AND COORDINATION, AS REQUIRED BY SECTIONS 101(A)(11) AND (24)(B); AND 606(B) OF THE REHABILITATION ACT.

I. ALL REQUIRED METHODS OF ADMINISTRATION, AS REQUIRED BY SECTION 101(A)(6) OF THE REHABILITATION ACT .

J. THE REQUIREMENTS FOR THE COMPREHENSIVE SYSTEM OF PERSONNEL DEVELOPMENT, AS SET FORTH IN SECTION 101(A)(7) OF THE REHABILITATION ACT.

K. THE COMPILATION AND SUBMISSION TO THE COMMISSIONER OF STATEWIDE ASSESSMENTS, ESTIMATES, STATE GOALS AND PRIORITIES, STRATEGIES, AND PROGRESS REPORTS, AS APPROPRIATE, AND AS REQUIRED BY SECTIONS 101(A)(15), 105(C)(2), AND 606(B)(8) OF THE REHABILITATION ACT.

L. THE RESERVATION AND USE OF A PORTION OF THE FUNDS ALLOTTED TO THE STATE UNDER SECTION 110 OF THE REHABILITATION ACT FOR THE DEVELOPMENT AND IMPLEMENTATION OF INNOVATIVE APPROACHES TO EXPAND AND IMPROVE THE PROVISION OF VR SERVICES TO INDIVIDUALS WITH

DISABILITIES, PARTICULARLY INDIVIDUALS WITH THE MOST SIGNIFICANT DISABILITIES.

M. THE SUBMISSION OF REPORTS AS REQUIRED BY SECTION 101(A)(10) OF THE REHABILITATION ACT.

4. ADMINISTRATION OF THE PROVISION OF VR SERVICES:

The designated State agency, or designated State unit, as appropriate, assures that it will:

A. COMPLY WITH ALL REQUIREMENTS REGARDING INFORMATION AND REFERRAL SERVICES IN ACCORDANCE WITH SECTIONS 101(A)(5)(D) AND (20) OF THE REHABILITATION ACT.

B. IMPOSE NO DURATION OF RESIDENCE REQUIREMENT AS PART OF DETERMINING AN INDIVIDUAL'S ELIGIBILITY FOR VR SERVICES OR THAT EXCLUDES FROM SERVICES UNDER THE PLAN ANY INDIVIDUAL WHO IS PRESENT IN THE STATE IN ACCORDANCE WITH SECTION 101(A)(12) OF THE REHABILITATION ACT .

C. PROVIDE THE FULL RANGE OF SERVICES LISTED IN SECTION 103(A) OF THE REHABILITATION ACT AS APPROPRIATE, TO ALL ELIGIBLE INDIVIDUALS WITH DISABILITIES IN THE STATE WHO APPLY FOR SERVICES IN ACCORDANCE WITH SECTION 101(A)(5) OF THE REHABILITATION ACT?

Agency will provide the full range of services described above

D. DETERMINE WHETHER COMPARABLE SERVICES AND BENEFITS ARE AVAILABLE TO THE INDIVIDUAL IN ACCORDANCE WITH SECTION 101(A)(8) OF THE REHABILITATION ACT.

E. COMPLY WITH THE REQUIREMENTS FOR THE DEVELOPMENT OF AN 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 REVIEWS, 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 OF 1938, 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

J. WITH RESPECT TO STUDENTS WITH DISABILITIES, THE STATE,

I. HAS DEVELOPED AND WILL IMPLEMENT,

A. STRATEGIES TO ADDRESS THE NEEDS IDENTIFIED IN THE ASSESSMENTS; AND

B. STRATEGIES TO ACHIEVE THE GOALS AND PRIORITIES IDENTIFIED BY THE STATE, TO IMPROVE AND EXPAND VOCATIONAL REHABILITATION SERVICES FOR STUDENTS WITH DISABILITIES ON A STATEWIDE BASIS; AND

II. HAS DEVELOPED AND WILL IMPLEMENT STRATEGIES TO PROVIDE PRE-EMPLOYMENT TRANSITION SERVICES (SECTIONS 101(A)(15) AND 101(A)(25)).

5. PROGRAM ADMINISTRATION FOR THE SUPPORTED EMPLOYMENT TITLE VI SUPPLEMENT:

A. THE 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.

C. THE DESIGNATED STATE UNIT WILL COORDINATE ACTIVITIES WITH ANY OTHER STATE AGENCY THAT IS FUNCTIONING AS AN EMPLOYMENT NETWORK UNDER THE TICKET TO WORK AND SELF-SUFFICIENCY PROGRAM UNDER SECTION 1148 OF THE SOCIAL SECURITY ACT.

6. FINANCIAL ADMINISTRATION OF THE SUPPORTED EMPLOYMENT PROGRAM:

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.

ADDITIONAL COMMENTS ON THE ASSURANCES FROM THE STATE

## 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.\* If included, Combined State Plan partner programs are subject to the “common planning elements” in Sections II and III of that document, where specified, as well as the program-specific requirements for that program (available on [www.regulations.gov](http://www.regulations.gov) for public comment). The requirements that a State must address for any of the partner programs it includes in its Combined State Plan are provided in this separate supplemental document. The Departments are not seeking comments on these program-specific requirements, which exist under separate OMB control numbers and do not represent requirements under WIOA. For further details on this overall collection, access the Federal eRulemaking Portal at <http://www.regulations.gov> by selecting Docket ID number ETA-2015-0006.

---

\* 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.

---

## TRADE ADJUSTMENT ASSISTANCE (TAA)

---

There are no program-specific state planning requirements for TAA. If the state includes TAA in a Combined State Plan, the state must incorporate TAA in its responses to the common planning elements in sections II, III, IV, and V of the WIOA State Plan requirements instrument.

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). 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. 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. 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.

**Jobs for Veterans State Grants** The Jobs for Veterans' State Grants (JVSG) are mandatory, formula-based staffing grants provided by DOL to states. The JVSG is funded annually in accordance with a funding formula defined in the statute (38 U.S.C. 4102A (c) (2) (B) and regulation and operates on a fiscal year (not program year) basis, however, performance metrics are collected and reported (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: 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. 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
- 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, conducting job searches and workshops
- Coordinating with unions, apprenticeship programs, businesses or business organizations to promote and secure employment and training programs for veterans
- Promoting credentialing and licensing opportunities for veterans
- Informing Federal contractors of the process to recruit qualified veterans
- Submitting quarterly reports on program activities to Regional Supervisors, the Director of OVS, and to the DOL/VETS State Director. 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. 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 Development 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, or other employees in agencies identified as core WIOA partners that provide services to veterans Services of the one-stop delivery system partners are available to all veterans that meet the program's 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.
- 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. The DVOP will:

- Document and record all activity using the State of Wisconsin approved computer-based case management system. Paper case management folders will be used for documents such as DD214s, certifications and Chapter 31 related information.
- Conduct comprehensive assessments to identify barriers, education and skill levels.
- 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.
- Make referrals to other agencies, supportive services, counseling, testing or job search workshops as appropriate.
- Assist in employment seeking activities through preparation of resumes, cover letters, and application forms. Instruct in use of internet and/or 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. DVOPs coordinate with LVERs to refer veterans to job openings. All job orders on the public labor exchange are posted to provide veterans priority. Partner programs provide job search assistance to veterans who are eligible for and qualify for their services.

Performance will be measured through Vets 200 A reports which track the veteran entered employment, employment retention at six months and average wage and disabled veteran entered employment, retention at six months, and average wage. ETA 9002D reports results of similar services provided by the labor exchange. WEBI reports include data on service provision. 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. 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.

Has the state incorporated TAA into the sections indicated above? Yes

---

## 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

---

Jobs for Veterans State Grants The Jobs for Veterans' State Grants (JVSG) are mandatory, formula-based staffing grants provided by DOL to states. The JVSG is funded annually in accordance with a funding formula defined in the statute (38 U.S.C. 4102A (c) (2) (B) and regulation and operates on a fiscal year (not program year) basis, however, performance metrics are collected and reported (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: 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 Change 2 and or most current guidance issued. These service categories will be adjusted to comply with subsequent guidance from DOL during the life of this planning cycle.

Populations served by the DVOP are:

- A special disabled or disabled veteran
- A homeless veteran
- A recently separated service member who during the previous 12 months has been unemployed for more than 27 weeks
- An offender, who is a veteran, who was released from incarceration within the last 12 months
- A veteran lacking a high school diploma or equivalent
- A veteran defined as low income by WIOA
- Any veteran aged 18 to 24
- Disabled veterans enrolled in Veterans Administration's 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, conducting job searches and workshops
- Coordinating with unions, apprenticeship programs, businesses or business organizations to promote and secure employment and training programs for veterans
- Promoting credentialing and licensing opportunities for veterans
- Informing Federal contractors of the process to recruit qualified veterans
- Submitting quarterly reports on

program activities to Regional Supervisors, the Director of 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 Development 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, 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 meet the program's 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,

The DVOP will:

- Document and record all activity using the State of Wisconsin approved computer-based case management system. Paper case management folders will be used for documents such as DD214s, certifications and Chapter 31 related information.
- Conduct comprehensive assessments to identify barriers, education and skill levels.
- 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.
- Make referrals to other agencies, supportive services, counseling, testing or job search workshops as appropriate.
- Assist in employment seeking activities through preparation of resumes, cover letters, and application forms. Instruct in use of internet and/or 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.

Programmatic reporting for Jobs for Veterans State Grants (JVSG) programs using Vets 200 and ETA 9002 will change. JVSG programs will use the PIRL once it is approved.

2. EMPLOYMENT PLACEMENT SERVICES, AND

DVOPs coordinate with LVERs to refer veterans to job openings. All job orders on the public labor exchange are posted to provide veterans priority. Partner programs provide job search assistance to veterans who are eligible for and qualify for their services.

Performance will be measured through Vets 200 A reports which track the veteran entered employment, employment retention at six months and average wage and disabled veteran entered employment, retention at six months, and average wage. ETA 9002D reports results of similar services provided by the labor exchange. WEBI reports include data on service provision.

3. JOB-DRIVEN TRAINING AND SUBSEQUENT PLACEMENT SERVICE PROGRAM  
FOR ELIGIBLE VETERANS AND ELIGIBLE PERSONS;

DVOPs coordinate with LVERs to refer veterans to job openings. The DVOP will develop and maintain strong linkages with partner agencies to assure that there is an agreed understanding of the roles and responsibilities of the DVOP and partner staff in providing services to veterans.

Performance will be measured through the Vets 200 A report and WEBI reports.

(H) THE HIRE DATE ALONG WITH MANDATORY TRAINING COMPLETION DATES  
FOR ALL DVOP SPECIALISTS AND LVER STAFF; AND

---

All newly hired LVER or DVOP staff will complete on-line distance learning regarding veteran's benefits. This training is provided by 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.

There are no half-time LVERS or DVOPS. Attached is a list of staff names, staff locations, and training dates.

Kenosha Job Center

8600 Sheridan Ave

Kenosha, WI 53143 LVER Garcia, Alfonzo 06/16/2014 Basic Veterans Benefits On-Line 140  
4/8/2013 - 4/19/2013

Labor & Employment Specialist 237 6/11/2013 - 6/14/2013

Case Management 221 7/23/2013 - 7/26/2013

Facilitating Veteran Employment 12 9/30/2014 - 10/3/2014

Employer Outreach 3 11/4/2014 - 11/7/2014

Kenosha Job Center

8600 Sheridan Ave

Kenosha, WI 53143 DVOP Hardy, Napoleon 07/14/2014 Basic Veterans Benefits On-Line 142  
6/3/2013 - 6/14/2013

Facilitating Veteran Employment 12 9/30/2014 - 10/3/2014

Intensive Services 12 11/18/2014 - 11/21/2014

Racine County Workforce Development Ctr.

1717 Taylor Street

Racine, WI 53403 DVOP Tamayo, Joshua 09/22/2014 Facilitating Veteran Employment 27  
5/19/2015 - 5/22/2015

Intensive Services 36 8/18/2015 - 8/21/2015

Milwaukee Job Center Southeast

2701 S.Chase

Milwaukee,WI 53207 Gaidosh, John -Project DVOP 03/28/2016 No classes completed or scheduled according to NVTI database

Milwaukee Job Center Southeast

2701 S.Chase

Milwaukee,WI 53207 LVER James, Michael 04/05/2015 Basic Veterans Benefits On-Line 135 12/3/2012 - 12/14/2012

Labor & Employment Specialist 228 12/11/2012 - 12/14/2012

Case Management 211 1/8/2013 - 1/11/2013

Employer Outreach 18 9/22/2015 - 9/25/2015

Milwaukee Job Center Northeast

1915 N.Martin Luther King Drive

Milwaukee, WI 53213 DVOP Perry, Geraldine 10/25/2010 Basic Veterans Benefits On-Line 111 9/7/2010 - 9/20/2010

Basic Veterans Benefits On-Line 115 1/3/2011 - 1/14/2011

Case Management 186 3/1/2011 - 3/4/2011

Labor & Employment Specialist 199 4/26/2011 - 4/29/2011

Labor & Employment Specialist 199 4/26/2011 - 4/29/2011

U.S. Department of Veterans Affairs

5400 W. National Ave.

Milwaukee, WI 53295 DVOP Lehman, Pamela ISC Milwaukee VA Regional Office 10/20/2015 Intensive Services 45 12/15/2015 - 12/18/2015

Facilitating Veteran Employment 45 2/2/2016 - 2/5/2016

Basic Veterans Benefits On-Line 182 3/7/2016 - 3/18/2016

Milwaukee Job Center Southeast

2701 S.Chase

Milwaukee,WI 53207 DVOP Torres, Juan ISC Back-up 06/05/2000 Labor & Employment Specialist  
59 5/22/2001 - 5/25/2001

FCAIS Online 32 10/21/2002 - 10/25/2002

Basic Veterans Benefits On-Line 29 11/11/2002 - 11/22/2002

Case Management 106 1/28/2003 - 1/31/2003

Intensive Services 38 9/1/2015 - 9/4/2015

Milwaukee Job Center Northeast

1915 N.Martin Luther King Drive

Milwaukee, WI 53212 Corry Hunter -Project DVOP 03/21/2015 No classes completed or scheduled  
according to NVTI database

Pewaukee Workforce Development Center

892 Main Street, suite J

Pewaukee, WI 53072 LVER Feltes, Brian 05/18/2015 Basic Veterans Benefits On-Line 142 6/3/2013  
- 6/14/2013

Labor & Employment Specialist 244 9/10/2013 - 9/13/2013

Case Management 227 12/10/2013 - 12/13/2013

Employer Outreach 22 4/12/2016 - 4/15/2016

Pewaukee Workforce Development Center

892 Main Street, suite J

Pewaukee, WI 53072 DVOP Montgomery, Ivery 7/2/2012 Basic Veterans Benefits On-Line 114  
12/6/2010 - 12/17/2010

Labor & Employment Specialist 228 12/11/2012 - 12/14/2012

Case Management 211 1/8/2013 - 1/11/2013

Workforce Development Center-Washington County 2200 Green Tree Road West Bend, WI 53090  
DVOP Coleman, Chris 02/25/2013 Basic Veterans Benefits On-Line 115 1/3/2011 - 1/14/2011

Labor & Employment Specialist 203 7/12/2011 - 7/15/2011

Case Management 194 8/30/2011 - 9/2/2011

Fox Cities Workforce Development Center

1802 Appleton Rd.

Menasha,WI 54952 LVER Aschebrook, Kelly 10/10/2010 Basic Veterans Benefits On-Line 114  
12/6/2010 - 12/17/2010

Labor & Employment Specialist 196 3/8/2011 - 3/11/2011

Promoting Partnerships for Employment 73 7/26/2011 - 7/29/2011

Fox Cities Workforce Development Center

1802 Appleton Rd.

Menasha,WI 54952 DVOP Murphy, Jeffrey 08/13/2012 Basic Veterans Benefits On-Line 114  
12/6/2010 - 12/17/2010

Case Management 186 3/1/2011 - 3/4/2011

Labor & Employment Specialist 200 5/3/2011 - 5/6/2011

Transition Assistance Program 162 6/13/2011 - 6/17/2011

Promoting Partnerships for Employment 91 2/12/2013 - 2/15/2013

Fond du Lac Area Job & Career Center

249 N. Peters Ave.

Fond du Lac, WI 54935 DVOP Oppermann, Sandra 42170 Intensive Services 37 8/25/2015 -  
8/28/2015

Facilitating Veteran Employment 47 2/23/2016 - 2/25/2016

Fond du Lac Area Job & Career Center

249 N. Peters Ave.

Fond du Lac, WI 54935 DVOP Holzman, Cynthia 02/09/2015 Basic Veterans Benefits On-Line 160  
1/12/2015 - 1/29/2015

Facilitating Veteran Employment 23 3/24/2015 - 3/27/2015

Intensive Services 31 7/7/2015 - 7/10/2015

Wisconsin Job Center-Green Bay

701 Cherry Street

Green Bay, WI 54301 LVER Jablonicky, Derek 06/17/2013 Labor & Employment Specialist 245  
12/3/2013 - 12/6/2013

Case Management 231 3/18/2014 - 3/21/2014

Employer Outreach 2 8/26/2014 - 8/29/2014

Basic Veterans Benefits On-Line 157 12/1/2014 - 12/12/2014

Wisconsin Job Center-Green Bay

701 Cherry Street

Green Bay, WI 54301 DVOP Beverly, Thomas 02/09/2015 Facilitating Veteran Employment 28  
6/9/2015 - 6/12/2015

Intensive Services 36 8/18/2015 - 8/21/2015

Wisconsin Job Center-Green Bay

701 Cherry Street

Green Bay, WI 54301 DVOP Marquardt, Brian 01/02/2008 Basic Veterans Benefits On-Line 53  
7/11/2005 - 7/22/2005

Labor & Employment Specialist 129 2/7/2006 - 2/10/2006

Case Management 139 6/6/2006 - 6/9/2006

Promoting Partnerships for Employment 89 12/4/2012 - 12/7/2012

Facilitating Veteran Employment 48 3/8/2016 - 3/11/2016

Intensive Services 50 4/12/2016 - 4/15/2016

Wisconsin Job Center-Green Bay

701 Cherry Street

Green Bay, WI 54301 Hill, Tawny -project DVOP 04/01/2016 Facilitating Veteran Employment -  
SCHEDULED 56 6/21/2016 - 6/24/2016

Wisconsin Job Center-Green Bay

701 Cherry Street

Green Bay, WI 54301 Cory, Ken -Project Dvop Staff 03/21/2015 Unable to locate participant in NVTI database

Marathon Job Center

364 Grand Ave.

Wausau, WI 54403 Brown, Nancy -Will transfer from LVER to DVOP May 2, 2016- 06/03/2013 Labor & Employment Specialist 240 7/16/2013 - 7/19/2013

Basic Veterans Benefits On-Line 148 2/3/2014 - 2/14/2014

Case Management 233 4/15/2014 - 4/18/2014

Employer Outreach 1 6/10/2014 - 6/13/2014

Marathon Job Center

364 Grand Ave.

Wausau, WI 54403 Don Masterson-Submitted resignation for June- Moved to Temp DVOP position to end June 2016 05/04/2009 Labor & Employment Specialist 179 9/15/2009 - 9/18/2009

Basic Veterans Benefits On-Line 101 10/5/2009 - 10/16/2009

Case Management 177 3/16/2010 - 3/19/2010

Wisconsin Rapids Job Center

320 W. Grand Avenue

Wisconsin Rapids, WI 54495 DVOP Schoettmer, Casey 08/11/2014 Facilitating Veteran Employment 13 10/28/2014 - 10/31/2014

Intensive Services 15 2/10/2015 - 2/13/2015

Medford Job Center

639 South Second Street

Medford, WI 54451 DVOP Erickson, Terry 09/13/2010 Basic Veterans Benefits On-Line 113 11/1/2010 - 11/12/2010

Labor & Employment Specialist 198 4/12/2011 - 4/15/2011

Promoting Partnerships for Employment 73 7/26/2011 - 7/29/2011

Intensive Services 37 8/25/2015 - 8/28/2015

Superior Job Center

1805 N. 14 Street, Suite 1

Superior, WI 54880 DVOP Casey, Tom 06/21/2010 Basic Veterans Benefits On-Line 102 11/2/2009 - 11/16/2009

Case Management 184 11/2/2010 - 11/5/2010

Labor & Employment Specialist 197 3/22/2011 - 3/25/2011

Eau Claire Job Center

221 W. Madison St, Suite 140B

Eau Claire, WI 54703 LVER Peterson, Brian 06/16/2014 Facilitating Veteran Employment 7 7/29/2014 - 8/1/2014

Employer Outreach 4 12/16/2014 - 12/19/2014

Eau Claire Job Center

221 W. Madison St, Suite 140B

Eau Claire, WI 54703 DVOP Tesch, David 10/04/1992 Veterans Benefits 100 10/18/1993 - 10/22/1993

Case Management (Off Site) 501 3/6/1995 - 3/10/1995

Case Management (Off Site) 550 5/12/1998 - 5/15/1998

Labor & Employment Specialist 153 12/18/2007 - 12/21/2007

Transition Assistance Program 162 6/13/2011 - 6/17/2011

Intensive Services 44 12/8/2015 - 12/11/2015

Eau Claire Job Center

221 W. Madison St, Suite 140B

Eau Claire, WI 54703 DVOP Parr, Gregory-Note Submitted resignation for June 2016 03/30/2009  
Labor & Employment Specialist 61 6/12/2001 - 6/15/2001

Case Management 93 10/30/2001 - 11/2/2001

Basic Veterans Benefits On-Line 102 11/2/2009 - 11/16/2009

LaCrosse Job Center

402 N 8th Street

La Crosse, WI 54601 LVER Larson, Rickie 03/14/2010 Labor & Employment Specialist 90 12/3/2002 - 12/6/2002

Case Management 107 2/18/2003 - 2/21/2003

Basic Veterans Benefits On-Line 35 7/21/2003 - 8/1/2003

Transition Assistance Program 120 3/29/2004 - 4/2/2004

Promoting Partnerships for Employment 63 7/20/2010 - 7/23/2010

LaCrosse Job Center

402 N 8th Street

La Crosse, WI 54603 DVOP Tranberg, Vern 12/28/2010 Labor & Employment Specialist 204 7/26/2011 - 7/29/2011

Case Management 194 8/30/2011 - 9/2/2011

Basic Veterans Benefits On-Line 124 11/7/2011 - 11/21/2011

Promoting Partnerships for Employment 91 2/12/2013 - 2/15/2013

Intensive Services 47 2/9/2016 - 2/12/2016

Dane County Job Center

1819 Aberg Avenue

Madison, WI 53704 LVER Bauer, Joseph 03/23/2015 Basic Veterans Benefits On-Line 127 3/5/2012 - 3/16/2012

Basic Veterans Benefits On-Line 165 4/6/2015 - 4/17/2015

Facilitating Veteran Employment 36 9/1/2015 - 9/4/2015

Employer Outreach 20 1/26/2016 - 1/29/2016

Dane County Job Center

1819 Aberg Avenue

Madison, WI 53704 DVOP Degner, Eugene 11/08/1999 Labor & Employment Specialist 55  
3/27/2001 - 3/30/2001

Case Management 91 8/21/2001 - 8/24/2001

Transition Assistance Program 147 2/11/2008 - 2/15/2008

Basic Veterans Benefits On-Line 90 11/3/2008 - 11/17/2008

Dane County Job Center

1819 Aberg Avenue

Madison, WI 53704 DVOP Forss, Richard 09/08/2014 Facilitating Veteran Employment 27  
5/19/2015 - 5/22/2015

Basic Veterans Benefits On-Line 173 8/3/2015 - 8/14/2015

Intensive Services 48 3/15/2016 - 3/18/2016

Rock County Job Center

1900 Center Rd

Janesville, WI 53546 Matteson, William 03/09/2015 Facilitating Veteran Employment 26 4/28/2015 -  
5/1/2015

Employer Outreach 22 4/12/2016 - 4/15/2016

Rock County Job Center

1900 Center Rd

Janesville, WI 53546 DVOP Schroeder, Edward 07/16/2012 Basic Veterans Benefits On-Line 101  
10/5/2009 - 10/16/2009

Labor & Employment Specialist 231 3/19/2013 - 3/22/2013

Case Management 214 4/9/2013 - 4/12/2013

Central Office

201 E. Washington Ave.

Madison, WI 53707 LVER Ard, Mark 08/10/2015 Facilitating Veteran Employment 19 2/24/2015 -  
2/27/2015

Employer Outreach 10 5/12/2015 - 5/15/2015

Marathon Job Center

364 Grand Ave.

Wausau, WI 54404 Maple, Jessica (Region 1 Supervisor) 03/10/2014 Facilitating Veteran Employment 4 7/15/2014 - 7/18/2014

Leadership for the Integration of Veteran Services 10 9/30/2014 - 10/2/2014

Employer Outreach 15 7/28/2015 - 7/31/2015

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

Rock County Job Center

1900 Janesville Avenue

Janesville, WI 53546 Jones, Charles (Region 2 Supervisor) 02/09/2015 Case Management 67 10/20/1998 - 10/23/1998

Labor & Employment Specialist 13 1/11/1999 - 1/15/1999

Basic Veterans Benefits On-Line 98 7/6/2009 - 7/17/2009

Promoting Partnerships for Employment 85 6/26/2012 - 6/29/2012

Leadership for the Integration of Veteran Services 17 10/20/2015 - 10/22/2015

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

LaCrosse Job Center

402 N 8th Street

La Crosse, WI 54603 Stigler, Ronald-current LVER Project-Moving to Region 3 Supervisor May 2,2016 Case Management (Off Site) 502 3/6/1995 - 3/10/1995

Veterans Benefits 141 3/13/1995 - 3/17/1995

Case Management (Off Site) 550 5/12/1998 - 5/15/1998

Transition Assistance Program 121 5/3/2004 - 5/7/2004

Competitive Grantees Conference 2005 2 8/8/2005 - 8/11/2005

Promoting Partnerships for Employment 15 3/28/2006 - 3/31/2006

Competitive Grantees Conference 2006 1 7/31/2006 - 8/3/2006

Competitive Grantees Conference 1 8/7/2007 - 8/9/2007

Leadership for the Integration of Veteran Services 3 2/20/2008 - 2/22/2008

Labor & Employment Specialist 157 3/18/2008 - 3/21/2008

2012 Symposium 1 11/28/2012 - 11/29/2012

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

Central Office

201 E. Washington Ave.

Madison, WI 53707 Meyer, Gary (Director) 12/10/1984 Case Management 5 10/17/1994 - 10/21/1994

Case Management (Off Site) 550 5/12/1998 - 5/15/1998

Basic Veterans Benefits On-Line 52 6/13/2005 - 6/24/2005

Promoting Partnerships for Employment 11 11/1/2005 - 11/4/2005

Labor & Employment Specialist 153 12/18/2007 - 12/21/2007

Leadership for the Integration of Veteran Services 3 2/20/2008 - 2/22/2008

2012 Symposium 1 11/28/2012 - 11/29/2012

Leadership for the Integration of Veteran Services 10 9/30/2014 - 10/2/2014

Facilitating Veteran Employment 30 7/14/2015 - 7/17/2015

Facilitating Veteran Employment - SCHEDULED 59 8/16/2016 - 8/19/2016

(I) SUCH ADDITIONAL INFORMATION AS THE SECRETARY MAY REQUIRE.

## APPENDIX 1. PERFORMANCE GOALS FOR THE CORE PROGRAMS

---

Include the State's expected levels of performance relating to the performance accountability indicators based on primary indicators of performance described in section 116(b)(2)(A) of WIOA.

### **Instructions: Performance Goals for the Core Programs**

Each State submitting a Unified or Combined Plan is required to identify expected levels of performance for each of the primary indicators of performance for the first two years covered by the plan. The State is required to reach agreement with the Secretary of Labor, in conjunction with the Secretary of Education on state adjusted levels of performance for the indicators for each of the first two years of the plan.

**TABLE 1. EMPLOYMENT (SECOND QUARTER AFTER EXIT)**

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	70.00	75.00	71.00	75.00
Dislocated Workers	80.00	80.00	81.00	80.00
Youth	60.00	74.00	61.00	74.00
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	62.00	64.00	63.00	64.00
Vocational Rehabilitation</	Baseline	Baseline	Baseline	Baseline

User remarks on Table 1

**TABLE 2. EMPLOYMENT (FOURTH QUARTER AFTER EXIT)**

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	65.00	71.00	66.00	71.00
Dislocated Workers	75.00	79.00	76.00	79.00
Youth	55.00	72.00	56.00	72.00
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	60.00	62.00	61.00	62.00
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

User remarks on Table 2

**TABLE 3. MEDIAN EARNINGS (SECOND QUARTER AFTER EXIT)**

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	5,000.00	5,000.00	5,100.00	5,000.00
Dislocated Workers	7,000.00	7,000.00	7,100.00	7,000.00
Youth	2,000.00	Baseline	2,050.00	Baseline
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	4,000.00	5,000.00	4,050.00	5,000.00
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

User remarks on Table 3

**TABLE 4. CREDENTIAL ATTAINMENT RATE**

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	40.00	60.00	41.00	60.00
Dislocated Workers	40.00	65.00	41.00	65.00
Youth	40.00	68.00	41.00	68.00
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	n/a	n/a	n/a	n/a
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

User remarks on Table 4

**TABLE 5. MEASUREABLE SKILL GAINS**

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	Baseline	Baseline	Baseline	Baseline
Dislocated Workers	Baseline	Baseline	Baseline	Baseline
Youth	Baseline	Baseline	Baseline	Baseline
Adult Education	43.00	43.00	44.00	44.00
Wagner-Peyser	n/a	n/a	n/a	n/a
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

User remarks on Table 5

---

TABLE 6. EFFECTIVENESS IN SERVING EMPLOYERS

---

Program	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level
Adults	Baseline	Baseline	Baseline	Baseline
Dislocated Workers	Baseline	Baseline	Baseline	Baseline
Youth	Baseline	Baseline	Baseline	Baseline
Adult Education	Baseline	Baseline	Baseline	Baseline
Wagner-Peyser	Baseline	Baseline	Baseline	Baseline
Vocational Rehabilitation	Baseline	Baseline	Baseline	Baseline

User remarks on Table 6

---

TABLE 7. COMBINED FEDERAL PARTNER MEASURES

---

Measure	PY 2016 Proposed/ Expected Level	PY 2016 Negotiated/ Adjusted Level	PY 2017 Proposed/ Expected Level	PY 2017 Negotiated/ Adjusted Level

User remarks on Table 7

## APPENDIX 2. OTHER STATE ATTACHMENTS (OPTIONAL)

---

The Operational Guide, Protocols & Checklist to Develop the Annual Allocations for Workforce Development Areas It is the intention that this document, along with the Allocation Template, will help the reader understand how WIOA allocations are developed for Wisconsin Workforce Development Areas. We believe that this guide will make the process more transparent.

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

It is also important to note that this document is an ongoing work in progress. After each allocation cycle, the Division of Employment and Training (DET) will review the effort and improve the process. 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.

### Introduction

The workforce development activities carried out in Wisconsin's eleven Workforce Development Areas (WDAs) are federally funded through the Workforce Innovation and Opportunity Act (WIOA). WIOA funds are distributed to states based on three factors described in Sections 128 and 133 of the Act. Funds provided through this process are considered allotments, are announced through a Department of Labor (DOL) Training and Employment Guidance Letter (TEGL) usually in March, and are provided for Youth, Adult, and Dislocated Worker programs.

### Definitions used in the preparation of allocations:

**Allocations Developer:** The developer is a DWD staff person who is responsible for collecting data from various sources, inputting the data into the allocations spreadsheet, adjusting the spreadsheet and calculating the allocation shares and subsequent allocations. **Allocations Share:** The percent of the funds that a WDA should expect to receive from the funds available for local distribution for that program in the State based on the funding formula or hold harmless provisions. **Allocations Team:** A small group of workforce professionals from DWD and the WDBs who will review the allocation methodology and allocation results prior to the release of the WIOA allocations for each program year. **ASU:** Area of Substantial Unemployment – Number of unemployed persons residing in a county or reportable city that has at least one census tract or a combination of contiguous census tracts with a population of 10,000 and an unemployment rate of 6.5%. **Data Source Contacts:** The key staff to communicate with at agencies that produce data used in the allocation formulae. (Attachment D contains a listing of contacts) **Declining Industries:** Industry sectors (2–digit North American Industrial Classification System (NAICS) code.) that have fewer jobs than the sector had in a criterion year. For the current PY allocations, the number of jobs from the 2 year prior PY will be compared to the number of jobs in the PY from 5 years prior. **Economically disadvantaged adults:** individuals age 22–72 meeting (or member of family meeting): OMB poverty level or 70% of Lower Living Standard Income Level (LLSIL), excluding college students and military as counted in the census. (Concentrated Employment Program areas have a special adjusted LLSIL). **Economically disadvantaged youth:** individuals age 16–21 meeting (or member of family meeting): OMB poverty level or 70% of LLSIL, excluding college students and military as counted in the census.

(Concentrated Employment Program areas have a special adjusted LLSIL). Excess unemployed: The number of unemployed individuals above a 4.5% unemployment rate residing in a WDA. Insured Unemployment: total number of UI Claimants for most recently completed calendar year. Internal Review Team: A small group of DWD staff who will review the allocation spreadsheets, DOL allotment announcements and related policies to ensure that allocation shares calculation is correct prior to release to the Allocation Team for review and comment. Long-term unemployed: UI Claimants that received unemployment compensation for 15 or more weeks in the most recently completed calendar year. Lower Living Standard Income Level (LLSIL): The LLSIL is defined as “that income level (adjusted for regional, metropolitan, urban and rural differences and family size) determined annually by the Secretary [of Labor] based on the most recent lower living family budget issued by the Secretary.” OMB Poverty Level: Following the Office of Management and Budget’s (OMB’s) Directive 14, the Census Bureau uses a set of money income thresholds that vary by family size and composition to detect who is poor. If a family’s total income is less than that family’s threshold, then that family, and every individual in it, is considered poor. The poverty thresholds do not vary geographically, but they are updated annually for inflation with the Consumer Price Index (CPI-U). The official poverty definition counts money income before taxes and excludes capital gains and noncash benefits (such as public housing, Medicaid, and food stamps). Unemployment concentrations: The WDA must meet or exceed the state unemployment rate or have 10% or more of all unemployed workers in the state in order to qualify for this factor. This data is from the prior program year (July to June)

Factors Used in the Calculating WIOA Allocations: Once the allotment is received, Division of Employment and Training staff prepares within state allocations. Youth Formula: For the youth programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are 1. 33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State; 2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State; and 3. 33 1/3% on the basis of the relative number of disadvantaged youth in each workforce investment area, compared to the total number of disadvantaged youth in the State, as reported by the American community Survey. [WIOA sec. 128] See Attachment A. To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years. Adult Formula: For the adult programs, the same factors used to determine Federal allotments are used to distribute funds among the WDAs. The three factors are 1. 33 1/3% on the basis of the relative number of unemployed individuals in ASUs in each workforce investment area, compared to the total number of unemployed individuals in ASUs in the State (based on the annual average ending June of the previous year after benchmarking); 2. 33 1/3% on the basis of the relative number of Excess Unemployed individuals in each workforce investment area, compared to the total number of Excess Unemployed individuals in the State (based on the annual average ending June of the previous year after benchmarking); and 3. 33 1/3% on the basis of the relative number of disadvantaged adults in each workforce investment area, compared to the total number of disadvantaged adults in the State, as reported by the American community Survey. [WIOA sec. 133] See Attachment B. To reduce some of the volatility of the formula factors on WDAs, a hold harmless provision is applied to the results of the three-factor formula. The Act provides that a WDA shall not receive an allocation percentage for a fiscal year that is less than 90 percent of the average allocation percentage of the WDA for the 2 preceding fiscal years. 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.

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. 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.

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 Director, Bureau of Workforce Training Local Services Section Chief Policy Initiatives Advisor or Labor Market Information Section Chief DWD Chief Financial Officer Directors from two WDBs

Calculating the Allocations The allocation formula is embodied in a 17-tabbed MS-Excel spreadsheet. The spreadsheet has been modified and added to over the years. The last significant revisions were done when WIA was implemented in PY2000 and when the DW programs were integrated into the spreadsheet in PY04. Although the spreadsheet is usually referred to as the Allocation Formula, there are really two allocation formulas that are calculated in the spreadsheet; the Youth/Adult formula (aka the 3-part formula) and the Dislocated Worker formula, which has 6 parts. Both formulae use some common data so they are done together. In the chart below is a list of the tabs within the spreadsheet. Each tab is classified by its primary purpose and program it influences. A tab that is classified as a Calculator generally takes data that has been input in another location and processes it to produce a factor for the formula. An Input tab 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.

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

#### 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 than 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 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 than 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 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 than 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 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 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. 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.

Section A • Column E3 – E13 is total distributed employment by WDA gathered from Section B, column H58 – H916. • Column F3 – F13 calculates the share of total distributed employment attributable to each WDA. • Column G3 – G13 calculates the share of the unassigned job loss (column I18 – 55 in section B) that should be distributed to each WDA by multiplying the total unassigned job losses (cell I56) by the WDA share of distributed employment (column F3–13). • Column H3 – H13 sums the distributed employment loss in declining industries by WDA from Section B, column I58 – I916. • Column I3 – I13 totals each WDA's employment declines by adding columns G & H in Section A together. This brings unassigned job loss and distributed employment loss together for calculating the WDA share of employment loss in declining industries. • 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. If there is a “1” in column J for any geographic area within a WDA, the WDA total ASU unemployment in column C is entered into column J of the “sum” row for the WDA. This value is then divided by the state total ASU unemployment to report the WDA share of ASU unemployment. • Column H calculates the LAUS unemployment rate for each geographic area listed in column A by dividing the LAUS unemployment in column E by the sum of column E & F. The result is checked by column I. If column H is greater than 4.5%, column I calculates the number of unemployed the equivalent to 4.5% of the labor force and subtracts that number from the number of LAUS unemployed in column E. Provided the result of that calculation exceeds zero it is entered into column I. The column totals the result from all geographic areas in the WDA to determine the WDA’s number of excess unemployed and enters it into the “sum” row. The WDA’s share is entered into just below the “sum” row and is calculated by dividing the WDA number of excess unemployed by the State Excess unemployed total. • Columns E & F data in the “sum” row for each WDA is exported to the UI Concentrations tab columns H & I respectively and are used to calculate an unemployment rate; which should match the LAUS unemployment rate in the “sum” row of column H on this tab. • Columns I & J data in the “sum” row are exported to the 3–Part tab, columns K & L respectively. There this data is used to calculate the WDA share of Excess unemployment (column E) and share of ASU unemployment (column F). The shares calculated here should equal the shares in the row just below the “sum” line for each WDA on this tab. • All cells are locked on this tab. The only time data entry is required is if there is a mismatch on the list of geographic areas.

ASU Calculations TAB: The Local Area Unemployment Statistics (LAUS) program manager conducts the ASU exercise every year for the US Department of Labor. County level unemployment data from the LAUS program and the most recent US Census data. In order for an area to qualify as an ASU, the total unemployment has to be 6.451% or greater, the population has to be at least 10,000 and all components of the ASU area have to be contiguous. An ASU can be a county, city, or combination of areas, such as census tracts and counties.

In order to develop a qualifying ASU, the 12–month average of the LAUS data for the most recent period ending in June is calculated for each county and city (population 25,000+) in the state. July–Dec of the prior year uses LAUS benchmarked data; data for the current year Jan–May uses revised data and June uses preliminary data. Data from the Census is available for the counties and cities and is broken down by census tract within each of those areas.

If a single county or city does not have a 12–month average unemployment rate of 6.451% or greater, surrounding counties or cities can be added (or subtracted) until the contiguous area reaches the 6.451% threshold. Individual census tracts within the counties or cities are examined in an attempt to include those tracts with the highest number of unemployed persons. All areas that are included in the ASU have to be contiguous and the total population of the included areas must be at least 10,000 (based on Census).

Since monthly LAUS data is not available at the census tract level, the census tracts in a given county that are being included in the ASU area are multiplied by the total LAUS unemployment and employment (12–month average) for that county. This ratio is called the Census–Share (and is column O in the 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.