

## Appendix 1

### **Profiles of 17 W-2 Agencies**

This appendix describes the organization, primary services, and expenditures of the 17 W-2 agencies we visited during the course of our evaluation. The information is organized by the county in which services are delivered and is categorized as follows:

- **AGENCY**—names the W-2 provider or providers for the county, which may be a county social or human service agency or a private agency;
- **SERVICE DELIVERY AREA**—may be a county or portion of a county;
- **USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT**—provides information on expenditures under the contract in effect from September 1997 through December 1999, the agency's planned use of unrestricted profits, and planned use of community reinvestment funds;
- **USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT**—provides information on current contract expenditures, potential bonus funds available under the current contract, and progress in meeting established performance standards;
- **CASELOAD INFORMATION**—shows changes in cash benefit and case management cases from September 1997 to September 2000;
- **SANCTIONS**—indicates the number and dollar amount of participant sanctions issued in one month, September 2000; and
- **FACT-FINDING REVIEWS**—summarizes the number, type, and outcome of fact-finding reviews requested by participants.

# BROWN COUNTY

**AGENCY:** Brown County Department of Human Services

**SERVICE DELIVERY AREA:** Brown County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Brown County Department of Human Services spent \$6.3 million under the initial implementation contract, of which the agency reports \$2.6 million (41.3 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$2.4 million and community reinvestment funds of \$4.9 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$1,257,395         | 20.0%                      |
| Eligibility determination | 1,370,243           | 21.8                       |
| Case management           | 363,711             | 5.8                        |
| FSET services             | 530,351             | 8.4                        |
| Skills training           | 72,059              | 1.2                        |
| Post-employment services  | 1,254,620           | 19.9                       |
| Educational activities    | <u>177,592</u>      | <u>2.8</u>                 |
| Subtotal                  | \$5,025,971         | 79.9%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 330,525          | 5.3%                       |
| Transitional jobs         | 267,176             | 4.2                        |
| Sanctions*                | 13,422              | 0.2                        |
| Trial jobs                | <u>16,972</u>       | <u>0.3</u>                 |
| Subtotal                  | \$ 628,095          | 10.0%                      |
| Administration            | \$ 548,416          | 8.7%                       |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 800                 | <0.1                       |
| Emergency assistance      | 85,036              | 1.4                        |
| Other FSET services       | <u>2,928</u>        | <u>&lt;0.1</u>             |
| Subtotal                  | \$ 88,764           | <u>1.4%</u>                |
| Total                     | \$6,291,246         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Brown County Department of Human Services reports that it is using its \$2.4 million in unrestricted profits to offset the 1999, 2000, and 2001 county tax levy.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|  |               |
|--|---------------|
| Supplement to W-2 and related programs   | \$1,417,416   |
| Services to children at risk for placement in institutional settings and their families, to help maintain the child in the community and to prevent institutional placements           | 1,000,000     |
| Funds provided to the United Way for grants to community-based organizations and educational institutions for legal services, occupational training, and enhanced child care referrals | 999,999       |
| Services to families with newborns, including home visits, parent education, early childhood education and development screenings, and social activities                               | 747,696       |
| Job retention bonuses for participants   | 300,000       |
| Parenting education program  | 236,542       |
| Case management services to pregnant and parenting teens, to help them to stay in school, graduate, and become self-sufficient   | 88,200        |
| Kinship Care Program—case management   | 64,155        |
| Kinship Care Program—support group   | <u>10,000</u> |
| Total  | \$4,864,008   |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

The Brown County Department of Human Services' current W-2 contract is for \$3.8 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$1,312,759, or 34.5 percent of the contract budget, was spent. An additional \$267,000 in bonus funds will be available to the Brown County Department of Human Services if it meets established performance standards.

**Current Implementation Contract Expenditures**  
January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$1,069,645         | 81.5%                                   | --   |
| Cash Benefits       | 72,301              | 5.5                                     | --   |
| Administration      | 137,694             | 10.5                                    | --   |
| Additional Services | <u>33,119</u>       | <u>2.5</u>                              | --   |
| Total               | \$1,312,759         | 100.0%                                  | 34.5%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |           |                  |
|---|-----------|------------------|
| Total Performance Bonus Funds Available:                              |           | <u>\$266,763</u> |
| Restricted bonus  | \$114,327 |                  |
| Unrestricted bonuses  | 152,436   |                  |
| Projected Bonus Based on Performance Standards through December 2000: |           | <u>\$254,060</u> |
| Restricted bonus  | \$114,327 |                  |
| Unrestricted bonuses  | 139,733   |                  |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|--|
| Entered Employment                          | Yes   | Yes   | Yes  |
| Average Wage Rate                           | Yes   | Yes   | Yes  |
| Job Retention—30 Days                       | Yes   | No  | No   |
| Job Retention—180 Days                      | Yes   | Yes   | Yes  |
| Health Insurance Benefits                   | Yes   | Yes   | Yes  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes  |
| Basic Educational Activities                | Yes   | Yes   | Yes  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 86.1 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 260                   | 18                    | --                       |
| Case management cases | <u>13</u>             | <u>20</u>             | --                       |
| Total                 | 273                   | 38                    | (86.1%)                  |

**SANCTIONS:** The Brown County Department of Human Services sanctioned one community service jobs participant for \$542 in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 11 participants requested 13 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor of Agency</u> | <u>Ruled in Favor of Applicant</u> | <u>Request Withdrawn</u> |
|---------------------------|---------------------------------|------------------------------------|--------------------------|
| Employment                | 1                               | 1                                  | 2                        |
| Child care                | 5                               | 1                                  | 2                        |
| Emergency assistance      | 1                               | 0                                  | 0                        |
| Job access loan           | 0                               | 0                                  | 0                        |
| 24-month extension        | <u>0</u>                        | <u>0</u>                           | <u>0</u>                 |
| Total                     | 7                               | 2                                  | 4                        |

# DANE COUNTY

**AGENCY:** Dane County Department of Human Services

**SERVICE DELIVERY AREA:** Dane County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Dane County Department of Human Services spent \$18.7 million under the initial implementation contract, of which the agency reports \$6.1 million (32.6 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$2.6 million and community reinvestment funds of \$3.1 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 2,983,879        | 15.9%                      |
| Eligibility determination | 4,054,596           | 21.7                       |
| Case management           | 759,803             | 4.1                        |
| FSET services             | 1,372,215           | 7.3                        |
| Skills training           | 452,935             | 2.4                        |
| Post-employment services  | 135,794             | 0.7                        |
| Educational activities    | <u>230,145</u>      | <u>1.2</u>                 |
| Subtotal                  | \$ 9,989,367        | 53.3%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 3,681,512        | 19.7%                      |
| Transitional jobs         | 1,891,899           | 10.1                       |
| Sanctions*                | 546,808             | 2.9                        |
| Trial jobs                | <u>51,680</u>       | <u>0.3</u>                 |
| Subtotal                  | \$ 6,171,899        | 33.0%                      |
| Administration            | \$ 1,835,464        | 9.8%                       |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 188,400          | 1.0%                       |
| Job access loans          | 232,089             | 1.2                        |
| Emergency assistance      | 313,806             | 1.7                        |
| Other FSET services       | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$ 734,295          | 3.9%                       |
| Total                     | \$18,731,025        | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Dane County Department of Human Services reports that of its \$2.6 million in unrestricted profits:

- \$1,257,000 was used to provide housing services, including counseling and rental assistance, during 2000 and 2001;
- \$994,000 was used to fund medical services for general assistance clients during 1999 and 2000; and
- \$349,000 has not been budgeted for a specific purpose.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|  |               |
|--|---------------|
| Case management and AODA treatment for non-custodial parents leaving jail          | \$ 710,884    |
| Services to link individuals to full-time employment and advancement opportunities | 370,697       |
| Housing vouchers to prevent evictions or secure housing                            | 439,641       |
| Culturally appropriate services for Southeast Asian adults with disabilities       | 290,500       |
| Youth employment services  | 279,000       |
| Supplement to W-2 and related programs   | 255,036       |
| Development of employee assistance services at employment sites                    | 212,712       |
| Coordination of job center and neighborhood services                               | 168,000       |
| Employment services for absent parents   | 149,574       |
| Expansion of emergency food and clothing services                                  | 82,400        |
| Neighborhood stabilization and housing counseling services                         | 65,000        |
| Transportation services  | 60,000        |
| Culturally appropriate case management services for families moving to employment  | <u>40,000</u> |
| Total  | \$3,123,444   |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

Dane County Department of Human Services' current W-2 contract is for \$17.0 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$6,574,128, or 38.7 percent of the contract budget, was spent. An additional \$1.2 million in bonus funds will be available to the Dane County Department of Human Services if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$3,563,202         | 54.2%                                   | --   |
| Cash Benefits       | 1,480,265           | 22.5                                    | --   |
| Administration      | 690,286             | 10.5                                    | --   |
| Additional Services | <u>840,375</u>      | <u>12.8</u>                             | --   |
| Total               | \$6,574,128         | 100.0%                                  | 38.7%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |           |                    |
|---|-----------|--------------------|
| Total Performance Bonus Funds Available:                                  |           | <u>\$1,189,057</u> |
| Restricted bonus  | \$509,597 |                    |
| Unrestricted bonuses  | 679,460   |                    |
| <br>Projected Bonus Based on Performance Standards through December 2000: |           | <u>\$1,132,434</u> |
| Restricted bonus  | \$509,597 |                    |
| Unrestricted bonuses  | 622,837   |                    |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | Yes   |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | Yes   |
| Job Retention—180 Days                      | Yes  | No   | No  |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes   |
| Basic Educational Activities                | Yes  | Yes  | Yes   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 42.6 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 940                   | 305                   | --                       |
| Case management cases | <u>5</u>              | <u>237</u>            | --                       |
| Total                 | 945                   | 542                   | (42.6%)                  |

**SANCTIONS:** The Dane County Department of Human Services sanctioned 75 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 58                                       | \$289                          |
| Transitional placement | 17                                       | 195                            |
| Other                  | <u>0</u>                                 | 0                              |
| Total                  | 75                                       | 268                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 12 participants requested 12 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in<br/>Favor of<br/>Agency</u> | <u>Ruled in<br/>Favor of<br/>Participant</u> | <u>Request<br/>Withdrawn</u> | <u>Request<br/>Dismissed</u> |
|---------------------------|---|--|------------------------------|------------------------------|
| Employment                | 5                                       | 1  | 1                            | 1                            |
| Child care                | 3                                       | 0  | 1                            | 0                            |
| Emergency assistance      | 0                                       | 0  | 0                            | 0                            |
| Job access loan           | 0                                       | 0  | 0                            | 0                            |
| 24-month extension        | <u>0</u>                                | <u>0</u>                                     | <u>0</u>                     | <u>0</u>                     |
| Total                     | 8                                       | 1  | 2                            | 1                            |

# EAU CLAIRE COUNTY

**AGENCY:** Eau Claire County Department of Human Services

**SERVICE DELIVERY AREA:** Eau Claire County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Eau Claire County Department of Human Services spent \$4.1 million under the initial implementation contract, of which the agency reports \$0.7 million (17.1 percent) was on subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$1.5 million and community reinvestment funds of \$3.0 million.

### Initial Implementation Contract Expenditures

September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 704,800          | 17.3%                      |
| Eligibility determination | 784,165             | 19.3                       |
| Case management           | 280                 | <0.1                       |
| FSET services             | 277,760             | 6.8                        |
| Skills training           | 329,929             | 8.1                        |
| Post-employment services  | 0                   | 0.0                        |
| Educational activities    | <u>122,384</u>      | <u>3.0</u>                 |
| Subtotal                  | \$2,219,318         | 54.5%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 393,295          | 9.7%                       |
| Transitional jobs         | 350,119             | 8.6                        |
| Sanctions*                | 22,371              | 0.5                        |
| Trial jobs                | <u>8,471</u>        | <u>0.2</u>                 |
| Subtotal                  | \$ 774,256          | 19.0%                      |
| Administration            | \$ 992,746          | 24.4%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 1,550               | <0.1                       |
| Emergency assistance      | 84,882              | 2.1                        |
| Other FSET services       | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | <u>\$ 86,432</u>    | <u>2.1%</u>                |
| Total                     | \$4,072,752         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

## Use of Profits Under the Initial Implementation Contract

The Eau Claire County Department of Human Services reports that it is using its \$1.5 million in unrestricted profits for the following activities:

- \$592,000 for a youth assessment center, to provide services to delinquent youth and prevent out-of-home placements;
- \$536,000 to provide case management services, activities, and other services to adjudicated delinquents and youth in out-of-home placements, to reduce recidivism, truancy, and placements in more restrictive settings;
- \$152,000 for development and start-up costs for the county job center;
- \$150,000 for funding Department of Human Services operations in 1999; and
- \$35,000 for miscellaneous projects and services.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|  |            |
|--|------------|
| Full-day kindergarten through the Eau Claire School District   | \$ 518,000 |
| Child care resource development staff to work with businesses and providers to expand child care options   | 380,000    |
| Funds not designated for a specific purpose  | 235,000    |
| Parent education and support services provided through the Family Resource Center  | 170,000    |
| Emergency shelter, case management, and post-shelter support services for families and pregnant women  | 160,000    |
| In-home family counseling and education for families at risk of disintegration or disruption due to abusive, insufficient, or inadequate parenting | 120,000    |
| Child care services for homeless shelter residents   | 81,960     |
| Education and work linkage program for youth   | 80,000     |
| Early intervention services to families at risk for child abuse and neglect  | 76,000     |
| Literacy services  | 75,000     |
| Deferred prosecution services to reduce family violence and assist with maintaining employment   | 75,000     |
| Family strengthening program for Hmong families  | 75,000     |
| Services to youth to prevent gang affiliation and violence   | 75,000     |
| Quality assurance and monitoring activities related to the administration of community reinvestment projects                                       | 73,000     |
| Parenting education, classes, and activities for families in the Augusta School District Early Intervention program                                | 70,000     |
| Expansion of employment and training services for non-W-2 families   | 67,436     |
| Counseling, family stabilization services, and employment assistance for victims of domestic violence and their families                           | 65,000     |
| Itinerant AODA services provided to high school and middle school students   | 61,000     |
| Expansion of W-2 related services to include individuals ineligible for W-2 services due to income limits  | 60,000     |
| Supportive parenting program for parents with cognitive limitations  | 55,000     |
| Job coach and mentoring services to individuals in need of workplace support   | 50,000     |
| Employment enhancement services for newly employed Hmong workers and Hmong youth   | 50,000     |
| Expansion of services to youth through the Big Brothers Big Sisters program  | 50,000     |
| Education services to increase employability of community members  | 50,000     |
| Expansion of after-school activities   | 47,088     |
| Transportation grant matching funds  | 40,000     |
| Emergency food and household items for needy families  | 31,875     |

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|   |              |
|---|--------------|
| Supportive services provided by a free medical clinic   | \$ 29,685    |
| Child abuse prevention services, including assessment and parenting skills training           | 25,000       |
| Building rehabilitation and installation of a security system for a domestic violence shelter | <u>5,000</u> |
| Total   | \$2,951,044  |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

The Eau Claire County Department of Human Services' current W-2 contract is for \$3.2 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$966,790, or 30.2 percent of the contract budget, was spent. An additional \$223,000 in bonus funds will be available to the Eau Claire County Department of Human Services if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$608,236           | 62.9%                                      | --   |
| Cash Benefits       | 79,799              | 8.2  | --   |
| Administration      | 219,257             | 22.7                                       | --   |
| Additional Services | <u>59,498</u>       | <u>6.2</u>                                 | --   |
| Total               | \$966,790           | 100.0%                                     | 30.2%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |                  |
|---|------------------|
| Total Possible Performance Bonus Funds Available:                     | <u>\$223,097</u> |
| Restricted bonus  | \$ 95,613        |
| Unrestricted bonuses  | 127,484          |
| Projected Bonus Based on Performance Standards through December 2000: | <u>\$191,226</u> |
| Restricted bonus  | \$ 95,613        |
| Unrestricted bonuses  | 95,613           |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**  
As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | Yes   |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | No  |
| Job Retention—180 Days                      | Yes  | Yes  | No  |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes   |
| Basic Educational Activities                | Yes  | No   | No  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 85.4 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 198                   | 16                    | --                       |
| Case management cases | <u>1</u>              | <u>13</u>             | --                       |
| Total                 | 199                   | 29                    | (85.4%)                  |

**SANCTIONS:** The Eau Claire County Department of Human Services sanctioned two participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 1  | \$216                          |
| Transitional placement | 1  | 72                             |
| Other                  | <u>0</u>                                 | 0                              |
| Total                  | 2  | 144                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, two participants requested two fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor<br/>of Agency</u> | <u>Ruled in Favor<br/>of Participant</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|-------------------------------------|--|------------------------------|
| Employment                | 0                                   | 0  | 0                            |
| Child care                | 2                                   | 0  | 0                            |
| Emergency assistance      | 0                                   | 0  | 0                            |
| Job access loan           | 0                                   | 0  | 0                            |
| 24-month extension        | <u>0</u>                            | <u>0</u>                                 | <u>0</u>                     |
| Totals                    | 2                                   | 0  | 0                            |

# FOND DU LAC COUNTY

**AGENCY:** Fond du Lac County Department of Social Services

**SERVICE DELIVERY AREA:** Fond du Lac County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Fond du Lac County Department of Social Services spent \$1.9 million under the initial implementation contract, of which the agency reports approximately \$12,000 (0.6 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$465,000 and community reinvestment funds of \$833,000.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 173,855          | 9.3%                       |
| Eligibility determination | 134,163             | 7.2                        |
| Case management           | 219,257             | 11.8                       |
| FSET services             | 125,775             | 6.8                        |
| Post-employment services  | 92,171              | 5.0                        |
| Skills training           | 101,787             | 5.5                        |
| Educational activities    | <u>46,816</u>       | <u>2.5</u>                 |
| Subtotal                  | \$ 893,824          | 48.1%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 279,746          | 15.0%                      |
| Transitional jobs         | 245,272             | 13.2                       |
| Sanctions*                | 10,110              | 0.5                        |
| Trial jobs                | <u>691</u>          | <u>&lt;0.1</u>             |
| Subtotal                  | \$ 535,819          | 28.7%                      |
| Administration            | \$ 359,553          | 19.3%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 50,294              | 2.7                        |
| Emergency assistance      | 15,844              | 0.9                        |
| Other FSET services       | <u>5,374</u>        | <u>0.3</u>                 |
| Subtotal                  | \$ 71,512           | 3.9%                       |
| Total                     | \$1,860,708         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Fond du Lac County Department of Social Services reports that it is using its \$465,000 in unrestricted profits to expand agency services available to low-income individuals and families by:

- funding basic county social services in an effort to offset increases in the county tax levy;
- increasing agency staffing to provide more contact and support to low-income families seeking services;
- providing an agency social worker to assist with a skills-building class for teens at the Boys and Girls Club; and
- providing small grants to families to address employment barriers.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|   |              |
|---|--------------|
| Supplement to W-2 and related programs  | \$305,600    |
| Family support services to assist with time management, child care, and budgeting | 84,880       |
| Emergency loans for food, shelter, utilities, child care, and other items         | 80,000       |
| Clinical social worker for consultations with W-2 participants                    | 67,102       |
| Support services for families with emotionally disturbed children                 | 60,000       |
| Domestic abuse services   | 50,000       |
| After-school activities for children  | 43,991       |
| Services for sexual assault/abuse victims and their families                      | 40,000       |
| Transitional living services  | 36,747       |
| Respite child care  | 20,080       |
| Retention training for employed individuals                                       | 16,000       |
| Individualized development accounts for home ownership                            | 15,000       |
| Interpreter services  | 10,000       |
| Information and referral system for community services                            | <u>4,000</u> |
| Total   | \$833,400    |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

Fond du Lac County Department of Social Services' current W-2 contract is for \$2.8 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, approximately \$549,383, or 19.6 percent of the contract budget, was spent. An additional \$194,000 in bonus funds will be available to the Fond du Lac County Department of Social Services if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$270,928           | 49.3%                                      | --   |
| Cash Benefits       | 182,714             | 33.2                                       | --   |
| Administration      | 61,331              | 11.2                                       | --   |
| Additional Services | <u>34,410</u>       | <u>6.3</u>                                 | --   |
| Total               | \$549,383           | 100.0%                                     | 19.6%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |           |                  |
|---|-----------|------------------|
| Total Possible Performance Bonus Funds Available:                     |           | <u>\$193,886</u> |
| Restricted bonus  | \$ 83,094 |                  |
| Unrestricted bonuses  | 110,792   |                  |
| Projected Bonus Based on Performance Standards through December 2000: |           | <u>\$189,270</u> |
| Restricted bonus  | \$ 83,094 |                  |
| Unrestricted bonuses  | 106,176   |                  |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|--|
| Entered Employment                          | Yes   | Yes   | Yes  |
| Average Wage Rate                           | Yes   | Yes   | Yes  |
| Job Retention—30 Days                       | Yes   | Yes   | Yes  |
| Job Retention—180 Days                      | Yes   | Yes   | No   |
| Health Insurance Benefits                   | Yes   | Yes   | Yes  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes  |
| Basic Educational Activities                | Yes   | Yes   | Yes  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 1.5 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 65                    | 40                    | --                       |
| Case management cases | <u>3</u>              | <u>27</u>             | --                       |
| Total                 | 68                    | 67                    | (1.5%)                   |

**SANCTIONS:** The Fond du Lac County Department of Social Services sanctioned one community service job participant for \$191 in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, one participant requested a fact-finding review related to child care. The case was resolved in favor of the agency.



# GRANT COUNTY

**AGENCY:** Grant County Department of Social Services, which is a member of and administrative agency for the Southwest Consortium, a collaborative effort by Grant, Green, Iowa, Lafayette, and Richland counties to provide W-2 services.

**SERVICE DELIVERY AREA:** Grant County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Grant County Department of Social Services spent \$560,000 under the initial implementation contract. Because Grant County was one of five counties in the Southwest Consortium, it was not possible to determine the amount of funds subcontracted specifically for services in Grant County. As a result of unexpended initial implementation contract funding, the agency received profits that amounted to approximately \$223,000 and community reinvestment funds that amounted to approximately \$376,000.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 15,501           | 2.8%                       |
| Eligibility determination | 195,868             | 35.0                       |
| Case management           | 1,647               | 0.3                        |
| FSET services             | 113,900             | 20.3                       |
| Skills training           | 12,652              | 2.3                        |
| Post-employment services  | 4,017               | 0.7                        |
| Educational activities    | <u>2,354</u>        | <u>0.4</u>                 |
| Subtotal                  | \$345,939           | 61.8%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 44,490           | 7.9%                       |
| Transitional jobs         | 47,003              | 8.4                        |
| Sanctions*                | 686                 | 0.1                        |
| Trial jobs                | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$ 92,179           | 16.4%                      |
| Administration            | \$102,671           | 18.3%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0                        |
| Job access loans          | 0                   | 0.0                        |
| Emergency assistance      | 300                 | 0.1                        |
| Other FSET services       | <u>19,120</u>       | <u>3.4</u>                 |
| Subtotal                  | \$ 19,420           | 3.5%                       |
| Total                     | \$560,209           | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Southwest Consortium reports that the \$223,000 in unrestricted profits earned by the Grant County Department of Social Services has been placed in a reserve fund for future use related to W-2.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|   |                  |
|---|------------------|
| Grants to community-based organizations and educational institutions for family resource centers, parenting services, adult basic education services, and AODA and mental health services | \$ 98,140        |
| Intergenerational family literacy program   | 90,251           |
| Outreach and services to employers to supplement Job Center services  | 44,537           |
| Outreach to churches to develop programming for W-2 participants  | 36,000           |
| Workplace vocational training   | 30,000           |
| Assistance with transportation and work-related expenses for low-income individuals   | 25,000           |
| Work program services to teen parents, including classes and home visits  | 15,318           |
| Job coaching to assist working individuals in developing skills at work and home  | 10,000           |
| Youth recreation and child care services  | 10,000           |
| Funds used for processing vendor reimbursements for transportation and work-related expense vouchers  | 5,819            |
| Assistance to child care providers to start or expand child care services   | 5,000            |
| Staff development training for social service and job center staff  | 5,000            |
| Mentoring services for low-income families  | <u>1,284</u>     |
| <b>Total</b>  | <b>\$376,349</b> |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

The Southwest Consortium's current W-2 contract is for \$2.5 million to provide W-2 and related services from January 2000 through December 2001. Of the \$2.5 million, approximately \$754,000 is budgeted for use by the Grant County Department of Social Services. Between January 2000 and September 2000, \$340,658, or 45.2 percent of the amount budgeted for Grant County, was spent by the Grant County Department of Social Services.

Approximately \$175,000 in additional bonus funding will be available to the Southwest Consortium if it meets established performance standards, of which approximately \$53,000 will be made available to the Grant County Department of Social Services.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$239,542           | 70.3%                                   | --   |
| Cash Benefits       | 21,438              | 6.3                                     | --   |
| Administration      | 74,669              | 21.9                                    | --   |
| Additional Services | <u>5,009</u>        | <u>1.5</u>                              |  |
| <b>Total</b>        | <b>\$340,658</b>    | <b>100.0%</b>                           | <b>45.2%</b>   |

**Potential Bonus Funds Under the Current Implementation Contract**  
Available after December 31, 2001

|   |          |                 |
|---|----------|-----------------|
| Total Performance Bonus Funds Available:                                  |          | <u>\$52,799</u> |
| Restricted bonus  | \$22,628 |                 |
| Unrestricted bonuses  | 30,171   |                 |
| <br>Projected Bonus Based on Performance Standards through December 2000: |          | <u>\$52,799</u> |
| Restricted bonus  | \$22,628 |                 |
| Unrestricted bonuses  | 30,171   |                 |

**Progress in Meeting Performance Standards Under the Current Implementation Contract\***  
As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | No  |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | Yes   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes   |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes   |
| Basic Educational Activities                | Yes  | Yes  | Yes   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

\* Reported information is for the entire Southwest Consortium.

**CASELOAD INFORMATION:** Overall, the participant caseload declined 89.7 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 29                    | 3                     | --                       |
| Case management cases | <u>1</u>              | <u>2</u>              | --                       |
| Total                 | 30                    | 5                     | (83.3%)                  |

**SANCTIONS:** The Grant County Department of Social Services sanctioned no participants in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, three participants requested five fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor<br/>of Agency</u> | <u>Ruled in Favor<br/>of Participant</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|-------------------------------------|--|------------------------------|
| Employment                | 2                                   | 1  | 0                            |
| Child care                | 0                                   | 0  | 0                            |
| Emergency assistance      | 0                                   | 0  | 0                            |
| Job access loan           | 1                                   | 1  | 0                            |
| 24-month extension        | <u>0</u>                            | <u>0</u>                                 | <u>0</u>                     |
| Totals                    | 3                                   | 2  | 0                            |

# KENOSHA COUNTY

**AGENCY:** Kenosha County Department of Human Services

**SERVICE DELIVERY AREA:** Kenosha County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Kenosha County Department of Human Services spent \$16.4 million under the initial implementation contract, of which the agency reports \$5.1 million (31.1 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$1.6 million and community reinvestment funds of \$1.1 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 2,905,580        | 17.7%                      |
| Eligibility determination | 6,223,414           | 38.0                       |
| Case management           | 0                   | 0.0                        |
| FSET services             | 418                 | <0.1                       |
| Skills training           | 228,335             | 1.4                        |
| Post-employment services  | 1,198,311           | 7.3                        |
| Educational activities    | <u>556,876</u>      | <u>3.4</u>                 |
| Subtotal                  | \$11,112,934        | 67.8%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 1,894,029        | 11.6%                      |
| Transitional jobs         | 641,079             | 3.9                        |
| Sanctions                 | 293,879             | 1.8                        |
| Trial jobs                | <u>7,255</u>        | <u>&lt;0.1</u>             |
| Subtotal                  | \$ 2,836,242        | 17.3%                      |
| Administration            | \$ 1,751,727        | 10.7%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 396,255          | 2.4%                       |
| Job access loans          | 118,765             | 0.7                        |
| Emergency assistance      | 173,483             | 1.1                        |
| Other FSET services       | <u>6,623</u>        | <u>&lt;0.1</u>             |
| Subtotal                  | \$ <u>695,126</u>   | <u>4.2%</u>                |
| Total                     | \$16,396,029        | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Kenosha County Department of Human Services reports transferring \$881,000 of the \$1.6 million in unrestricted profits to Kenosha County’s general fund, and using \$738,000 to fund out-of-home placements for children in need of protective services.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

According to the Kenosha County Department of Human Services, all \$1.1 million in community reinvestment funds will be used to supplement W-2 and related programs.

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

Kenosha County Department of Human Services’ current W-2 contract is for \$9.3 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$3,780,690, or 40.7 percent of the contract budget, was spent. An additional \$650,000 in bonus funds will be available to the Kenosha County Department of Human Services if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$2,042,132         | 54.0%                                   | --   |
| Cash Benefits       | 1,101,850           | 29.1                                    | --   |
| Administration      | 418,714             | 11.1                                    | --   |
| Additional Services | <u>217,994</u>      | <u>5.8</u>                              | --   |
| Total               | \$3,780,690         | 100.0%                                  | 40.7%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |           |                  |
|---|-----------|------------------|
| Total Possible Performance Bonus Funds Available:                     |           | <u>\$649,995</u> |
| Restricted bonus  | \$278,569 |                  |
| Unrestricted bonuses  | 371,426   |                  |
| Projected Bonus Based on Performance Standards through December 2000: |           | <u>\$541,662</u> |
| Restricted bonus  | \$278,569 |                  |
| Unrestricted bonuses  | 263,093   |                  |

**Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | No   | No  |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | No  |
| Job Retention—180 Days                      | Yes  | Yes  | Yes   |
| Health Insurance Benefits                   | Yes  | Yes  | No  |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes   |
| Basic Educational Activities                | Yes  | Yes  | Yes   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 36.9 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 486                   | 195                   | --                       |
| Case management cases | <u>78</u>             | <u>161</u>            | --                       |
| Total                 | 564                   | 356                   | (36.9%)                  |

**SANCTIONS:** The Kenosha County Department of Human Services sanctioned 52 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 46                                       | \$303                          |
| Transitional placement | 6  | 231                            |
| Other                  | <u>0</u>                                 | 0                              |
| Total                  | 52                                       | 295                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 19 participants requested 19 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in<br/>Favor of<br/>Agency</u> | <u>Ruled in<br/>Favor of<br/>Participant</u> | <u>Request<br/>Resolved</u> | <u>Request<br/>Dismissed</u> | <u>Request<br/>Pending</u> |
|---------------------------|---|--|-----------------------------|------------------------------|----------------------------|
| Employment                | 3                                       | 3  | 1                           | 4                            | 1                          |
| Child care                | 2                                       | 0  | 1                           | 1                            | 1                          |
| Emergency assistance      | 0                                       | 0  | 0                           | 0                            | 0                          |
| Job access loan           | 1                                       | 0  | 1                           | 0                            | 0                          |
| 24-month extension        | <u>0</u>                                | <u>0</u>                                     | <u>0</u>                    | <u>0</u>                     | <u>0</u>                   |
| Total                     | 6                                       | 3  | 3                           | 5                            | 2                          |



# MANITOWOC COUNTY

**AGENCY:** Manitowoc County Human Services Department

**SERVICE DELIVERY AREA:** Manitowoc County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Manitowoc County Human Services Department spent \$1.7 million under the initial implementation contract, of which the agency reports \$426,000 (25.1 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$605,000 and community reinvestment funds of \$1.2 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 805,719          | 46.3%                      |
| Eligibility determination | 184,236             | 10.6                       |
| Case management           | 32,982              | 1.9                        |
| FSET services             | 94,893              | 5.4                        |
| Skills training           | 26,669              | 1.5                        |
| Post-employment services  | 26,075              | 1.5                        |
| Educational activities    | <u>7,235</u>        | <u>0.4</u>                 |
| Subtotal                  | \$1,177,809         | 67.6%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 60,224           | 3.4%                       |
| Transitional jobs         | 50,062              | 2.9                        |
| Sanctions*                | 3,054               | 0.2                        |
| Trial jobs                | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$ 113,340          | 6.5%                       |
| Administration            | \$ 447,637          | 25.7%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 800                 | <0.1                       |
| Emergency assistance      | 1,702               | 0.1                        |
| Other FSET services       | <u>500</u>          | <u>&lt;0.1</u>             |
| Subtotal                  | <u>\$ 3,002</u>     | <u>0.2%</u>                |
| Total                     | \$1,741,788         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

### Use of Profits Under the Initial Implementation Contract

The Manitowoc County Human Services Department reports that it used its \$605,000 in unrestricted profits to offset a budget deficit in alternate care programs for children and juveniles that resulted from funding shortfalls from other state programs.

#### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|  |             |
|--|-------------|
| Supplement to W-2 and related programs                                   | \$ 575,000  |
| Counseling services related to child welfare, AODA, and mental health    | 145,602     |
| Administration of programs receiving community reinvestment funds        | 93,360      |
| Coordination of services to Hispanic community                           | 70,998      |
| Temporary basic needs assistance   | 54,000      |
| Enhanced services through food pantries                                  | 50,000      |
| Learning club for academically at-risk children                          | 46,800      |
| Teen pregnancy prevention  | 28,700      |
| Mentoring program for juvenile offenders and child abuse/neglect victims | 24,473      |
| Transportation assistance  | 22,204      |
| Auto repairs   | 20,000      |
| Group and individual therapy   | 18,300      |
| On-site child care center  | 17,465      |
| Legal services to eliminate employment barriers                          | 12,000      |
| Outreach and case management for Hmong community                         | 10,500      |
| Supplemental services to non-custodial parents                           | 10,000      |
| Total  | \$1,199,402 |

#### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

Manitowoc County Human Services Department's current contract is for \$826,000 to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$436,255, or 52.8 percent of the contract budget, was spent. An additional \$58,000 in bonus funds will be available to the Manitowoc County Human Services Department if it meets established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$336,403           | 77.1%                                   | --   |
| Cash Benefits       | 7,682               | 1.8                                     | --   |
| Administration      | 77,900              | 17.8                                    | --   |
| Additional Services | 14,270              | 3.3                                     | --   |
| Total               | \$436,255           | 100.0%                                  | 52.8%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |          |                 |
|---|----------|-----------------|
| Total Possible Performance Bonus Funds Available:                         |          | <u>\$57,804</u> |
| Restricted bonus  | \$24,773 |                 |
| Unrestricted bonuses  | 33,031   |                 |
| <br>Projected Bonus Based on Performance Standards through December 2000: |          | <u>\$53,674</u> |
| Restricted bonus  | \$24,773 |                 |
| Unrestricted bonuses  | 28,901   |                 |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br>Bonus? | Meeting Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|---|
| Entered Employment                          | Yes   | Yes   | Yes   |
| Average Wage Rate                           | Yes   | Yes   | Yes   |
| Job Retention—30 Days                       | Yes   | Yes   | No  |
| Job Retention—180 Days                      | Yes   | Yes   | Yes   |
| Health Insurance Benefits                   | Yes   | Yes   | No  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes   |
| Basic Educational Activities                | Yes   | Yes   | Yes   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 81.4 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 43                    | 3                     | --                       |
| Case management cases | <u>0</u>              | <u>5</u>              | --                       |
| Total                 | 43                    | 8                     | (81.4%)                  |

**SANCTIONS:** The Manitowoc County Human Services Department sanctioned no participants in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, no participants requested fact-finding reviews.



# MILWAUKEE COUNTY—EMPLOYMENT SOLUTIONS, INC.

**AGENCY:** Employment Solutions, Inc., a private nonprofit organization

**SERVICE DELIVERY AREA:** Milwaukee County Regions 4 and 5

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

Employment Solutions spent \$94.8 million under the initial implementation contract, of which the agency reports \$12.7 million (13.4 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$9.5 million and community reinvestment funds of \$5.4 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                                 | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------------|---------------------|----------------------------|
| Direct Services:                |                     |                            |
| Work activities                 | \$33,556,736        | 35.4%                      |
| Eligibility determination       | 3,159,670           | 3.3                        |
| Case management                 | (874)               | 0.0                        |
| FSET services                   | 517,937             | 0.6                        |
| Skills training                 | 0                   | 0.0                        |
| Post-employment services        | 0                   | 0.0                        |
| Educational activities          | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                        | \$37,233,469        | 39.3%                      |
| Cash Benefits:                  |                     |                            |
| Community service jobs          | \$44,844,299        | 47.3%                      |
| Transitional jobs               | 6,200,737           | 6.5                        |
| Sanctions*                      | 0                   | 0.0                        |
| Trial jobs                      | <u>35,412</u>       | <u>&lt;0.1</u>             |
| Subtotal                        | \$51,080,448        | 53.9%                      |
| Administration                  | \$ 3,765,679        | 4.0%                       |
| Additional Services:            |                     |                            |
| Additional Milwaukee services** | \$ 1,533,978        | 1.6%                       |
| Contracted child care           | 649,006             | 0.7                        |
| Job access loans                | 409,469             | 0.4                        |
| Emergency assistance            | 0                   | 0.0                        |
| Other FSET services             | <u>102,506</u>      | <u>0.1</u>                 |
| Subtotal                        | <u>\$ 2,694,959</u> | <u>2.8%</u>                |
| Total                           | \$94,774,555        | 100.0%                     |

\* Although Milwaukee County agencies did sanction their participants, sanctions are reported as \$0 because the agencies were allowed to retain sanctioned funds from the implementation contract.

\*\* These Milwaukee services include the MATC Learning Labs and funding for facilities that house county workers who determine eligibility for the Medical Assistance, Food Stamp, and Wisconsin Shares Child Care Subsidy programs.

## Use of Profits Under the Initial Implementation Contract

Employment Solutions reports that it is using \$4.7 million of the \$9.5 million in unrestricted profits for the following activities:

- \$3.2 million to provide services to disadvantaged and disabled residents;
- \$1.2 million to provide services to senior citizens; and
- \$0.3 million to provide services to families and children residing in Milwaukee County.

Information on how the remaining \$4.8 million in unrestricted profits will be used was not provided.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|   |              |
|---|--------------|
| Contribution to Milwaukee County Department of Human Services for 2001 funding of services to prevent out-of-home placements of juveniles, shelter and services for homeless families, and services to developmentally disabled infants and toddlers and their families | \$3,800,000  |
| Grants to families to prevent eviction or to use as a security deposit  | 510,072      |
| Courses to improve basic reading and computer skills of adults and children, educate families on a variety of topics, and provide computers for families with perfect attendance during the 9-week course   | 465,425      |
| Services to assist with development of technology-related employment skills   | 465,425      |
| One-time grants to families facing gas or electrical service disconnection  | 200,000      |
| Subsidized tax preparation, credit rating, and money management services  | 4,819        |
| Grants to assist individuals with continuing education and career advancement   | <u>1,100</u> |
| Total   | \$5,446,841  |

### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

Employment Solutions' current W-2 contract is for \$87.5 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$27,522,338, or 31.5 percent of the contract budget, was spent. An additional \$6.1 million in bonus funds will be available to Employment Solutions if it meets established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | <u>Percentage of Total Expenditures</u> | <u>Total Expenditures as a Percentage of Contract Budget</u> |
|---------------------|---------------------|---|--|
| Direct Services     | \$15,452,156        | 56.1%                                   | --   |
| Cash Benefits       | 10,151,604          | 36.9                                    | --   |
| Administration      | 1,428,847           | 5.2                                     | --   |
| Additional Services | <u>489,731</u>      | <u>1.8</u>                              | --   |
| Total               | \$27,522,338        | 100.0%                                  | 31.5%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |             |                    |
|---|-------------|--------------------|
| Total Performance Bonus Funds Available:                              |             | <u>\$6,122,707</u> |
| Restricted bonus  | \$2,624,017 |                    |
| Unrestricted bonuses  | 3,498,690   |                    |
| Projected Bonus Based on Performance Standards through December 2000: |             | <u>\$5,831,150</u> |
| Restricted bonus  | \$2,624,017 |                    |
| Unrestricted bonus  | 3,207,133   |                    |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|--|
| Entered Employment                          | Yes   | Yes   | No   |
| Average Wage Rate                           | Yes   | Yes   | Yes  |
| Job Retention—30 Days                       | Yes   | Yes   | Yes  |
| Job Retention —180 Days                     | Yes   | Yes   | Yes  |
| Available Health Insurance                  | Yes   | Yes   | Yes  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes  |
| Basic Educational Activities                | Yes   | Yes   | Yes  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 48.6 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 5,590                 | 1,713                 | --                       |
| Case management cases | <u>13</u>             | <u>1,169</u>          | --                       |
| Total                 | 5,603                 | 2,882                 | (48.6%)                  |

**SANCTIONS:** Employment Solutions sanctioned 469 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 399                                      | \$414                          |
| Transitional placement | 65                                       | 275                            |
| Other                  | <u>5</u>                                 | 231                            |
| Total                  | 469                                      | 393                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 414 participants requested 528 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in<br/>Favor of<br/>Agency</u> | <u>Ruled in<br/>Favor of<br/>Participant</u> | <u>Split<br/>Decision</u> | <u>Request<br/>Resolved</u> | <u>Request<br/>Dismissed</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|---|--|---------------------------|-----------------------------|------------------------------|------------------------------|
| Employment                | 71                                      | 12   | 30                        | 5                           | 86                           | 264                          |
| Child care                | 4                                       | 3  | 2                         | 0                           | 8                            | 6                            |
| Emergency assistance      | 4                                       | 0  | 0                         | 0                           | 0                            | 4                            |
| Job access loan           | 1                                       | 1  | 0                         | 0                           | 4                            | 13                           |
| 24-month extension        | <u>3</u>                                | <u>0</u>                                     | <u>0</u>                  | <u>1</u>                    | <u>4</u>                     | <u>2</u>                     |
| Total                     | 83                                      | 16   | 32                        | 6                           | 102                          | 289                          |

## MILWAUKEE COUNTY—MAXIMUS, INC.

**AGENCY:** Maximus, Inc., a private for-profit organization

**SERVICE DELIVERY AREA:** Milwaukee County Region 6

### USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

Maximus spent \$54.8 million under the initial implementation contract, of which the agency reports \$4.6 million (8.4 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$4.4 million and community reinvestment funds of \$0.6 million.

#### Initial Implementation Contract Expenditures September 1997 through December 1999

|                                 | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------------|---------------------|----------------------------|
| Direct Services:                |                     |                            |
| Work activities                 | \$11,840,569        | 21.6%                      |
| Eligibility determination       | 2,957,380           | 5.4                        |
| Case management                 | 1,869,919           | 3.4                        |
| FSET services                   | 1,782,911           | 3.3                        |
| Skills training                 | 1,752,175           | 3.2                        |
| Post-employment services        | 562,390             | 1.0                        |
| Educational activities          | <u>1,339,108</u>    | <u>2.5</u>                 |
| Subtotal                        | \$22,104,452        | 40.4%                      |
| Cash Benefits:                  |                     |                            |
| Community service jobs          | \$21,494,386        | 39.2%                      |
| Transitional jobs               | 4,708,635           | 8.6                        |
| Sanctions*                      | 0                   | 0.0                        |
| Trial jobs                      | <u>2,550</u>        | <u>&lt;0.1</u>             |
| Subtotal                        | \$26,205,571        | 47.8%                      |
| Administration                  | \$ 4,342,987        | 7.9%                       |
| Additional Services:            |                     |                            |
| Additional Milwaukee services** | \$ 1,629,787        | 3.0%                       |
| Contracted child care           | 228,293             | 0.4                        |
| Job access loans                | 254,308             | 0.5                        |
| Emergency assistance            | 0                   | 0.0                        |
| Other FSET services             | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                        | <u>\$ 2,112,388</u> | <u>3.9%</u>                |
| Total                           | \$54,765,398        | 100.0%                     |

\* Although Milwaukee County agencies did sanction their participants, sanctions are reported as \$0 because the agencies were allowed to retain sanctioned funds from the implementation contract.

\*\* These Milwaukee services include the Job Center Network and MATC Learning Labs.

## Use of Profits Under the Initial Implementation Contract

Maximus reports that it is using its \$4.4 million in unrestricted profits for the following activities:

- \$1,489,000 for payment of expenses that were not billed to DWD under the initial W-2 implementation contract;
- \$1,139,000 for reinvestment in company growth;
- \$792,000 for payment of federal and state taxes owed;
- \$500,000 in donations to 26 community organizations to address issues related to homelessness, emergency food, adult literacy, community business initiatives, domestic violence, and services to youth and first-time mothers; and
- \$485,000 for payment of expenses that were billed to DWD and disallowed under the initial W-2 implementation contract, many of which were reported in our audit of Maximus expenditures in July 2000.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|   |                  |
|---|------------------|
| Supplement to W-2 and related programs  | \$232,228        |
| Child care resource and referral services   | 80,000           |
| Rent subsidies to refugees newly enrolled in the W-2 program  | 60,500           |
| Expansion of food pantry services and meal programs   | 50,000           |
| Expansion of shelter and services available to single women and women with children   | 50,000           |
| Parenting services to women recently released from incarceration  | 28,289           |
| Screening and case management services to new parents   | 25,000           |
| Expansion of services to Southeast Asian residents to resolve problems and improve neighborhoods  | 25,000           |
| Expansion of services that provides job-appropriate interview and work attire for women entering the job market   | 25,000           |
| Outreach and mentoring services to assist families with achieving self-sufficiency  | 25,000           |
| Expansion of services at a family resource center that provides counseling, parenting classes, case management, job readiness assistance, and placement services to men | <u>15,000</u>    |
| <b>Total</b>  | <b>\$616,017</b> |

### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

Maximus' current W-2 contract is for \$45.1 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$14,475,753, or 32.1 percent of the contract budget, was spent. An additional \$3.2 million in bonus funds will be available to Maximus if it meets the established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$ 7,196,745        | 49.7%                                      | --   |
| Cash Benefits       | 5,954,649           | 41.1                                       | --   |
| Administration      | 917,451             | 6.4  | --   |
| Additional Services | <u>406,908</u>      | <u>2.8</u>                                 | --   |
| <b>Total</b>        | <b>\$14,475,753</b> | <b>100.0%</b>                              | <b>32.1%</b>   |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |             |                    |
|---|-------------|--------------------|
| Total Performance Bonus Funds Available:                              |             | <u>\$3,155,863</u> |
| Restricted bonus  | \$1,352,513 |                    |
| Unrestricted bonuses  | 1,803,350   |                    |
| Projected Bonus Based on Performance Standards through December 2000: |             | <u>\$2,554,746</u> |
| Restricted bonus  | \$1,352,513 |                    |
| Unrestricted bonuses  | 1,202,233   |                    |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|--|
| Entered Employment                          | Yes   | Yes   | No   |
| Average Wage Rate                           | Yes   | Yes   | Yes  |
| Job Retention—30 Days                       | Yes   | Yes   | No   |
| Job Retention—180 Days                      | Yes   | Yes   | No   |
| Health Insurance Benefits                   | Yes   | Yes   | Yes  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes  |
| Basic Educational Activities                | Yes   | No  | No   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 44.4 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 2,854                 | 1,068                 | --                       |
| Case management cases | <u>7</u>              | <u>524</u>            | --                       |
| Total                 | 2,861                 | 1,592                 | (44.4%)                  |

**SANCTIONS:** Maximus sanctioned 163 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 123                                      | \$447                          |
| Transitional placement | 36                                       | 347                            |
| Other                  | <u>4</u>                                 | 134                            |
| Total                  | 163                                      | 417                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 132 participants requested 170 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in<br/>Favor of<br/>Agency</u> | <u>Ruled in<br/>Favor of<br/>Participant</u> | <u>Split<br/>Decision</u> | <u>Request<br/>Resolved</u> | <u>Request<br/>Dismissed</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|---|--|---------------------------|-----------------------------|------------------------------|------------------------------|
| Employment                | 36                                      | 22   | 1                         | 19                          | 23                           | 50                           |
| Child care                | 1                                       | 0  | 0                         | 1                           | 0                            | 2                            |
| Emergency assistance      | 3                                       | 1  | 0                         | 0                           | 0                            | 1                            |
| Job access loan           | 2                                       | 2  | 0                         | 0                           | 1                            | 3                            |
| 24-month extension        | <u>0</u>                                | <u>1</u>                                     | <u>0</u>                  | <u>1</u>                    | <u>0</u>                     | <u>0</u>                     |
| Total                     | 42                                      | 26   | 1                         | 21                          | 24                           | 56                           |

# MILWAUKEE COUNTY—OPPORTUNITIES INDUSTRIALIZATION CENTER OF GREATER MILWAUKEE

**AGENCY:** Opportunities Industrialization Center of Greater Milwaukee (OIC-GM), a private nonprofit organization

**SERVICE DELIVERY AREA:** Milwaukee County Region 3

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

OIC-GM spent \$50.8 million under the initial implementation contract, of which \$4.9 million (9.6 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$4.6 million and community reinvestment funds of \$2.0 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                                 | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------------|---------------------|----------------------------|
| Direct Services:                |                     |                            |
| Work activities                 | \$15,237,527        | 30.0%                      |
| Eligibility determination       | 1,613,408           | 3.2                        |
| Case management                 | 37,307              | 0.1                        |
| FSET services                   | 201,344             | 0.4                        |
| Skills training                 | 476,884             | 0.9                        |
| Post-employment services        | 641,924             | 1.2                        |
| Educational activities          | <u>593,336</u>      | <u>1.2</u>                 |
| Subtotal                        | \$18,801,730        | 37.0%                      |
| Cash Benefits:                  |                     |                            |
| Community service jobs          | \$23,705,362        | 46.7%                      |
| Transitional jobs               | 3,401,383           | 6.7                        |
| Sanctions*                      | 0                   | 0.0                        |
| Trial jobs                      | <u>25,419</u>       | <u>&lt; 0.1</u>            |
| Subtotal                        | \$27,132,164        | 53.4%                      |
| Administration                  | \$ 2,723,585        | 5.4%                       |
| Additional Services:            |                     |                            |
| Additional Milwaukee services** | \$ 684,870          | 1.3%                       |
| Contracted child care           | 1,218,274           | 2.4                        |
| Job access loans                | 249,829             | 0.5                        |
| Emergency assistance            | 0                   | 0.0                        |
| Other FSET services             | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                        | \$ 2,152,973        | 4.2%                       |
| Total                           | \$50,810,452        | 100.0%                     |

\* Although Milwaukee County agencies did sanction their participants, sanctions are reported as \$0 because the agencies were allowed to retain sanctioned funds from the implementation contract.

\*\* These Milwaukee services include the MATC Learning Labs and funding for facilities that house county workers who determine eligibility for the Medical Assistance, Food Stamp, and Wisconsin Shares Child Care Subsidy programs.

### Use of Profits Under the Initial Implementation Contract

OIC-GM reports that it is using its \$4.6 million in unrestricted profits to purchase a cellular communication business located in central-city Milwaukee and to develop a food service program to provide meals to child care providers, after-school programs, and other community meal programs. In addition, OIC-GM reports that it is collaborating with Manpower International and Wisconsin Electric Power to develop a computer technology academy for middle school and high school age youth, with the goal of increasing academic achievement and expanding career opportunities.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|   |             |
|---|-------------|
| Housing services for families in crisis, including rent, security deposits, utility payments, telephone service, and personal care, not to exceed 4 months in duration  | \$ 325,000  |
| Personnel, operational, and administrative costs associated with implementing community reinvestment-funded projects  | 315,135     |
| Support services for individuals eligible for occupational skills training  | 300,000     |
| Contribution to Milwaukee County Department of Human Services for 2001 funding of services to prevent out-of-home placements of juveniles, shelter and services for homeless families, and services to developmentally disabled infants and toddlers and their families | 300,000     |
| Enrichment services to youth, including job mentoring, work experience, tutorial sessions, computer courses, and field trips  | 250,000     |
| Education and training services for non-custodial parents   | 125,000     |
| Funding for Sullivan and Teutonia Job Centers   | 102,595     |
| Training program in lead-abatement rehabilitation   | 50,000      |
| Counseling services for families entering the work environment  | 50,000      |
| AODA and mental health counseling for families  | 50,000      |
| Coordination of local food pantries   | 25,000      |
| Transportation services for employed families   | 25,000      |
| Nonrecurring services, including vouchers for food, clothing, and other emergencies   | 25,000      |
| Financial education services related to credit, budgeting, and savings  | 21,740      |
| Unknown   | <u>24</u>   |
| Total   | \$1,964,494 |

## USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

OIC-GM's current W-2 contract is for \$47.1 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$15,862,666, or 33.7 percent of the contract budget, was spent. An additional \$3.3 million in bonus funds will be available to OIC-GM if it meets established performance standards.

### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$ 8,174,106        | 51.5%                                      | --   |
| Cash Benefits       | 5,517,794           | 34.8                                       | --   |
| Administration      | 1,045,549           | 6.6  | --   |
| Additional Services | <u>1,125,217</u>    | <u>7.1</u>                                 | --   |
| Total               | \$15,862,666        | 100.0%                                     | 33.7%  |

### Potential Bonus Funds Under the Current Implementation Contract

Available after December 31, 2001

|   |                    |
|---|--------------------|
| Total Performance Bonus Funds Available:                              | <u>\$3,299,809</u> |
| Restricted bonus  | \$1,414,204        |
| Unrestricted bonuses  | 1,885,605          |
| Projected Bonus Based on Performance Standards through December 2000: | <u>\$2,828,407</u> |
| Restricted bonus  | \$1,414,204        |
| Unrestricted bonuses  | 1,414,203          |

### Progress in Meeting Performance Standards Under the Current Implementation Contract

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | No  |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | Yes   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes   |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | No  |
| Basic Educational Activities                | Yes  | Yes  | No  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 40.5 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 2,771                 | 1,082                 | --                       |
| Case management cases | <u>12</u>             | <u>573</u>            | --                       |
| Total                 | 2,783                 | 1,655                 | (40.5%)                  |

**SANCTIONS:** OIC-GM sanctioned 256 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 171                                      | \$397                          |
| Transitional placement | 82                                       | 254                            |
| Other                  | <u>3</u>                                 | 403                            |
| Total                  | 256                                      | 351                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 288 participants requested 370 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor of Agency</u> | <u>Ruled in Favor of Participant</u> | <u>Split Decision</u> | <u>Request Resolved</u> | <u>Request Dismissed</u> | <u>Request Withdrawn</u> |
|---------------------------|---------------------------------|--------------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Employment                | 44                              | 105                                  | 6                     | 22                      | 60                       | 69                       |
| Child care                | 7                               | 8                                    | 0                     | 3                       | 4                        | 6                        |
| Emergency assistance      | 2                               | 1                                    | 0                     | 1                       | 2                        | 1                        |
| Job access loan           | 0                               | 3                                    | 0                     | 0                       | 2                        | 1                        |
| 24-month extension        | <u>4</u>                        | <u>15</u>                            | <u>0</u>              | <u>0</u>                | <u>3</u>                 | <u>1</u>                 |
| Total                     | 57                              | 132                                  | 6                     | 26                      | 71                       | 78                       |

## MILWAUKEE COUNTY— UNITED MIGRANT OPPORTUNITY SERVICES, INC.

**AGENCY:** United Migrant Opportunity Services, Inc. (UMOS), a private nonprofit organization

**SERVICE DELIVERY AREA:** Milwaukee County Region 2

### USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

UMOS spent \$42.7 million under the initial implementation contract, of which \$3.9 million (9.1 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$4.3 million and community reinvestment funds of \$2.7 million.

#### Initial Implementation Contract Expenditures

September 1997 through December 1999

|                                 | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------------|---------------------|----------------------------|
| Direct Services:                |                     |                            |
| Work activities                 | \$ 6,041,521        | 14.2%                      |
| Eligibility determination       | 2,061,652           | 4.8                        |
| Case management                 | 8,637,578           | 20.2                       |
| FSET services                   | 198,246             | 0.5                        |
| Skills training                 | 1,587,688           | 3.7                        |
| Post-employment services        | 933,377             | 2.2                        |
| Educational activities          | <u>696,014</u>      | <u>1.6</u>                 |
| Subtotal                        | \$20,156,076        | 47.2%                      |
| Cash Benefits:                  |                     |                            |
| Community service jobs          | 15,125,798          | 35.4                       |
| Transitional jobs               | 3,549,757           | 8.3                        |
| Sanctions*                      | 0                   | 0.0                        |
| Trial jobs                      | <u>86,641</u>       | <u>0.2</u>                 |
| Subtotal                        | \$18,762,196        | 43.9%                      |
| Administration                  | \$ 2,353,868        | 5.5%                       |
| Additional Services:            |                     |                            |
| Additional Milwaukee services** | 684,870             | 1.6                        |
| Contracted child care           | 645,541             | 1.5                        |
| Job access loans                | 88,426              | 0.2                        |
| Emergency assistance            | 0                   | 0.0                        |
| Other FSET services             | <u>39,352</u>       | <u>0.1</u>                 |
| Subtotal                        | \$ 1,458,189        | 3.4%                       |
| Total                           | \$42,730,329        | 100.0%                     |

\* Although Milwaukee County agencies did sanction their participants, sanctions are reported as \$0 because the agencies were allowed to retain sanctioned funds from the implementation contract.

\*\* These Milwaukee services include the MATC Learning Labs and funding for facilities that house county workers who determine eligibility for the Medical Assistance, Food Stamp, and Wisconsin Shares Child Care Subsidy programs.

## Use of Profits Under the Initial Implementation Contract

UMOS reports that it used its \$4.3 million in unrestricted profits for the following activities:

- \$3.2 million to establish a reserve account from which one-half of the earnings may be used annually to fund needed charitable services that are consistent with the UMOS mission, and for which public funds do not exist;
- \$668,000 invested in a money market fund to meet future agency operating needs;
- \$411,000 to retire two mortgages for buildings used for operations; and
- \$39,000 to purchase a vacant lot in the city of Milwaukee for future development, potentially for low-income housing.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|  |                    |
|--|--------------------|
| Supplement W-2 and related programs  | \$1,534,452        |
| AODA, mental health, family violence, and legal services to assist participants with succeeding in the workplace       | 723,170            |
| Outreach to churches to increase awareness of services provided by UMOS and other community organizations              | 142,000            |
| Outreach provided by the Hunger Task Force to increase awareness about the food stamp program                          | 65,000             |
| Community outreach to increase public awareness of programs and services offered through W-2 and Milwaukee Job Centers | 62,379             |
| Administration of community reinvestment funded projects   | 56,931             |
| Employment training and basic education services to non-custodial parents  | 50,000             |
| Child care transportation services   | <u>25,000</u>      |
| <b>Total</b>   | <b>\$2,658,932</b> |

### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

UMOS's current W-2 contract is for \$37.0 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$14,685,437, or 39.7 percent of the contract budget, was spent. An additional \$2.6 million in bonus funds will be available to UMOS if it meets established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures as<br>a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$ 8,250,457        | 56.2%                                      | --   |
| Cash Benefits       | 4,526,200           | 30.8                                       | --   |
| Administration      | 1,411,041           | 9.6  | --   |
| Additional Services | <u>497,739</u>      | <u>3.4</u>                                 | --   |
| <b>Total</b>        | <b>\$14,685,437</b> | <b>100.0%</b>                              | <b>39.7%</b>   |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |             |                    |
|---|-------------|--------------------|
| Total Performance Bonus Funds Available:                              |             | <u>\$2,591,908</u> |
| Restricted bonus  | \$1,110,818 |                    |
| Unrestricted bonuses  | 1,481,090   |                    |
| Projected Bonus Based on Performance Standards through December 2000: |             | <u>\$2,036,499</u> |
| Restricted bonus  | \$1,110,818 |                    |
| Unrestricted bonuses  | 925,681     |                    |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>First Unrestricted<br>Bonus? | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|--|
| Entered Employment                          | Yes   | No  | No   |
| Average Wage Rate                           | Yes   | Yes   | Yes  |
| Job Retention—30 Days                       | Yes   | Yes   | Yes  |
| Job Retention—180 Days                      | Yes   | Yes   | No   |
| Health Insurance Benefits                   | Yes   | Yes   | Yes  |
| Full and Appropriate Engagement             | Yes   | Yes   | No   |
| Basic Educational Activities                | Yes   | Yes   | No   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 37.8 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 2,316                 | 844                   | --                       |
| Case management cases | <u>0</u>              | <u>597</u>            | --                       |
| Total                 | 2,316                 | 1,441                 | (37.8%)                  |

**SANCTIONS:** UMOS sanctioned 145 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 105                                      | \$394                          |
| Transitional placement | 39                                       | 293                            |
| Other                  | <u>1</u>                                 | 673                            |
| Total                  | 145                                      | 369                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 63 participants requested 73 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in<br/>Favor of<br/>Agency</u> | <u>Ruled in<br/>Favor of<br/>Participant</u> | <u>Split<br/>Decision</u> | <u>Request<br/>Resolved</u> | <u>Request<br/>Dismissed</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|---|--|---------------------------|-----------------------------|------------------------------|------------------------------|
| Employment                | 9                                       | 16   | 1                         | 11                          | 6                            | 25                           |
| Child care                | 0                                       | 0  | 0                         | 0                           | 0                            | 0                            |
| Emergency assistance      | 2                                       | 1  | 0                         | 0                           | 0                            | 0                            |
| Job access loan           | 2                                       | 0  | 0                         | 0                           | 0                            | 0                            |
| 24-month extension        | <u>0</u>                                | <u>0</u>                                     | <u>0</u>                  | <u>0</u>                    | <u>0</u>                     | <u>0</u>                     |
| Total                     | 13                                      | 17   | 1                         | 11                          | 6                            | 25                           |

## MILWAUKEE COUNTY—YW WORKS

**AGENCY:** YW Works is a private nonprofit organization. During the initial implementation contract period, the YWCA of Greater Milwaukee was the managing member of a limited-liability corporation, YW Works, that included two for-profit organizations: CNR Health, Inc., and Kaiser Group, Inc. Since January 1, 2000, YW Works has been a nonprofit limited-liability corporation wholly owned by the YWCA of Greater Milwaukee.

**SERVICE DELIVERY AREA:** Milwaukee County Region 1

### USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

YW Works spent \$33.4 million under the initial implementation contract, of which the agency reports \$1.3 million (3.9 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$3.4 million and community reinvestment funds of \$2.2 million.

#### Initial Implementation Contract Expenditures

September 1997 through December 1999

|                                 | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------------|---------------------|----------------------------|
| Direct Services:                |                     |                            |
| Work activities                 | \$ 9,317,049        | 27.9%                      |
| Eligibility determination       | 1,164,278           | 3.5                        |
| Case management                 | 495,758             | 1.5                        |
| FSET services                   | 480,868             | 1.4                        |
| Skills training                 | 1,012,462           | 3.0                        |
| Post-employment services        | 1,662,912           | 5.0                        |
| Educational activities          | <u>93,173</u>       | <u>0.3</u>                 |
| Subtotal                        | \$14,226,500        | 42.6%                      |
| Cash Benefits:                  |                     |                            |
| Community service jobs          | \$13,191,722        | 39.5%                      |
| Transitional jobs               | 2,162,030           | 6.5                        |
| Sanctions*                      | 0                   | 0.0                        |
| Trial jobs                      | <u>39,578</u>       | <u>0.1</u>                 |
| Subtotal                        | \$15,393,330        | 46.1%                      |
| Administration                  | \$ 2,625,849        | 7.9%                       |
| Additional Services:            |                     |                            |
| Additional Milwaukee services** | \$ 723,959          | 2.2%                       |
| Contracted child care           | 218,245             | 0.7                        |
| Job access loans                | 138,776             | 0.4                        |
| Emergency assistance            | 0                   | 0.0                        |
| Other FSET services             | <u>45,974</u>       | <u>0.1</u>                 |
| Subtotal                        | \$ 1,126,954        | 3.4%                       |
| Total                           | \$33,372,633        | 100.0%                     |

\* Although Milwaukee County agencies did sanction their participants, sanctions are reported as \$0 because all the agencies were allowed to retain sanctioned funds from the implementation contract.

\*\* These Milwaukee services include the MATC Learning Labs and funding for facilities that house county workers who determine eligibility for the Medical Assistance, Food Stamp, and Wisconsin Shares Child Care Subsidy programs.

### Use of Profits Under the Initial Implementation Contract

YW Works reports that it shared its \$3.4 million in unrestricted profits equally among the three agencies that created it: the YWCA of Greater Milwaukee, CNR Health, and Kaiser Group. The share of profits earned by the YWCA of Greater Milwaukee was used to fund administrative, capital, and program expenses not covered by other funding sources. According to YW Works, the profits were invested in the following activities:

- Generation 2 Plastics, a plastics processing company managed by the YWCA of Greater Milwaukee, which serves as a workplace skills training center;
- the Nontraditional Employment Training program, operated by the YWCA of Greater Milwaukee, which provides orientation, screening and assessment, training, support services, and resource and referral into nontraditional skilled trade careers;
- management services to promote women-owned businesses;
- the Creative Workshop, which teaches job skills in the textile industry;
- the Vel Phillips Center, a community facility offering GED and adult basic skills programs, youth programs, and older adult programs;
- capital to pay off credit lines used to fund the development of affordable housing programs and other programs; and
- acquisition of additional transitional housing

The shares of profits earned by CNR Health and Kaiser Group were not reported by YW Works.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|  |                  |
|--|------------------|
| Emergency assistance, including cash grants and related services to families facing eviction, emergency food boxes, and AODA non-medical treatment | \$ 255,000       |
| Expansion of the number of community service job sites that provide educational services   | 228,671          |
| Services to assist families with maintaining housing   | 216,000          |
| Services to educate families regarding life management skills  | 203,865          |
| Increasing the availability of customized job training programs for W-2 participants   | 189,186          |
| Expansion of local food pantry operations  | 55,000           |
| Balance of funds available, for which YW Works is seeking DWD approval   | <u>1,038,604</u> |
| Total  | \$2,186,326      |

## USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

YW Works' current W-2 contract is for \$36.5 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$12,157,286, or 33.3 percent of the contract budget, was spent. An additional \$2.6 million in bonus funds will be available to YW Works if it meets established performance standards.

### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures as<br>a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$ 6,943,152        | 57.1%                                      | --   |
| Cash Benefits       | 3,815,679           | 31.4                                       | --   |
| Administration      | 1,259,097           | 10.4                                       | --   |
| Additional Services | <u>139,358</u>      | <u>1.1</u>                                 | --   |
| Total               | \$12,157,286        | 100.0%                                     | 33.3%  |

### Potential Bonus Funds Under the Current Implementation Contract

Available after December 31, 2001

|   |                    |
|---|--------------------|
| Total Possible Performance Bonus Funds Available:                     | <u>\$2,551,633</u> |
| Restricted bonus  | \$1,093,557        |
| Unrestricted bonuses  | 1,458,076          |
| Projected Bonus Based on Performance Standards through December 2000: | <u>\$2,308,620</u> |
| Restricted bonus  | \$1,093,557        |
| Unrestricted bonuses  | 1,215,063          |

### Progress in Meeting Performance Standards Under the Current Implementation Contract

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | Yes   |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | Yes   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes   |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | No  |
| Basic Educational Activities                | Yes  | Yes  | No  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 45.9 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 1,849                 | 609                   | --                       |
| Case management cases | <u>2</u>              | <u>393</u>            | --                       |
| Total                 | 1,851                 | 1,002                 | (45.9%)                  |

**SANCTIONS:** YW Works sanctioned 307 participants in September 2000. Information on the type of cases sanctioned and average sanction amount is summarized in the following table:

| <u>Placement Type</u>  | <u>Number of Participants Sanctioned</u> | <u>Average Sanction Amount</u> |
|------------------------|--|--------------------------------|
| Community service job  | 196                                      | \$308                          |
| Transitional placement | 106                                      | 295                            |
| Other                  | <u>5</u>                                 | 148                            |
| Total                  | 307                                      | 301                            |

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, 78 participants requested 97 fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor of Agency</u> | <u>Ruled in Favor of Participant</u> | <u>Split Decision</u> | <u>Request Resolved</u> | <u>Request Dismissed</u> | <u>Request Withdrawn</u> |
|---------------------------|---------------------------------|--------------------------------------|-----------------------|-------------------------|--------------------------|--------------------------|
| Employment                | 16                              | 19                                   | 10                    | 7                       | 8                        | 26                       |
| Child care                | 0                               | 1                                    | 0                     | 1                       | 4                        | 0                        |
| Emergency assistance      | 0                               | 1                                    | 0                     | 0                       | 0                        | 1                        |
| Job access loan           | 0                               | 0                                    | 0                     | 2                       | 1                        | 0                        |
| 24-month extension        | <u>0</u>                        | <u>0</u>                             | <u>0</u>              | <u>0</u>                | <u>0</u>                 | <u>0</u>                 |
| Totals                    | 16                              | 21                                   | 10                    | 10                      | 13                       | 27                       |

# MONROE COUNTY

**AGENCY:** Monroe County Department of Human Services (September 1997-December 1999)  
 Workforce Connections, Inc., a private nonprofit organization (January 2000-present)

**SERVICE DELIVERY AREA:** Monroe County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Monroe County Department of Human Services spent \$1.3 million under the initial implementation contract, of which \$728,000 (56.0 percent) was subcontracted service expenditures. As a result of unexpended implementation contract funding, the agency received profits of \$520,000 and community reinvestment funds of \$1.1 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$ 189,371          | 14.1%                      |
| Eligibility determination | 283,969             | 21.1                       |
| Case management           | 2,408               | 0.2                        |
| FSET services             | 56,808              | 4.2                        |
| Skills training           | 104,211             | 7.8                        |
| Post-employment services  | 1,386               | 0.1                        |
| Educational activities    | <u>76,274</u>       | <u>5.7</u>                 |
| Subtotal                  | \$ 714,427          | 53.2%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 205,499          | 15.3%                      |
| Transitional jobs         | 102,859             | 7.7                        |
| Sanctions*                | 11,071              | 0.8                        |
| Trial jobs                | <u>2,223</u>        | <u>0.2</u>                 |
| Subtotal                  | \$ 321,652          | 24.0%                      |
| Administration            | \$ 261,298          | 19.4%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 27,776              | 2.0                        |
| Emergency assistance      | 18,455              | 1.4                        |
| Other FSET services       | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$ 46,231           | <u>3.4%</u>                |
| Total                     | \$1,343,608         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

### Use of Profits Under the Initial Implementation Contract

The Monroe County Department of Human Services reported that it is using its \$520,000 in unrestricted profits for the following activities:

- \$288,000 has not been budgeted for a specific purpose;
- \$219,000 for the enhancement of its computer network, including the purchase of integrated information and accounting system hardware and software, and for training and conversion to implement the new system; and
- \$13,000 for the purchase of office furniture.

### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|   |                    |
|---|--------------------|
| Services and outreach to adolescents and families through the Boys and Girls Clubs of Sparta and Tomah                    | \$ 163,616         |
| Parent education and support resources  | 156,000            |
| Emergency shelter and support services for homeless families  | 109,299            |
| Teen health services  | 101,121            |
| Domestic abuse services   | 91,873             |
| Mentoring program for at-risk youth   | 70,540             |
| Prescriptions and ancillary health care supplies  | 65,000             |
| After-school services and activities for teens to build self esteem, encourage success in school, and develop role models | 59,000             |
| Transportation/cab services for eligible families   | 55,000             |
| Services to prevent out-of-home placements or reunify families in foster care system                                      | 50,000             |
| School supplies for low-income students   | 35,000             |
| Services and activities to reduce or prevent gang involvement among teens   | 30,000             |
| Meal program through Sparta United Methodist Church   | 23,400             |
| Employment loans  | 20,000             |
| Child development services and materials for child care providers   | 16,540             |
| Start-up funding to develop second shift child care services  | 15,000             |
| Transportation grant matching funds to assist employers and individuals with transportation barriers                      | 10,000             |
| <b>Total</b>  | <b>\$1,071,389</b> |

### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

Workforce Connections' W-2 contract is for \$1.4 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$407,793, or 29.1 percent of the contract budget, was spent. An additional \$98,000 in bonus funds will be available to Workforce Connections if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$267,525           | 65.6%                                      | --   |
| Cash Benefits       | 91,439              | 22.4                                       | --   |
| Administration      | 34,932              | 8.6  | --   |
| Additional Services | <u>13,897</u>       | <u>3.4</u>                                 | --   |
| Total               | \$407,793           | 100.0%                                     | 29.1%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |          |                 |
|---|----------|-----------------|
| Total Possible Performance Bonus Funds Available:                     |          | <u>\$97,553</u> |
| Restricted bonus  | \$41,808 |                 |
| Unrestricted bonuses  | 55,745   |                 |
| Projected Bonus Based on Performance Standards through December 2000: |          | <u>\$95,229</u> |
| Restricted bonus  | \$41,808 |                 |
| Unrestricted bonuses  | 53,421   |                 |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|--|
| Entered Employment                          | Yes  | Yes  | Yes  |
| Average Wage Rate                           | Yes  | Yes  | Yes  |
| Job Retention—30 Days                       | Yes  | Yes  | No   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes  |
| Health Insurance Benefits                   | Yes  | Yes  | Yes  |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes  |
| Basic Educational Activities                | Yes  | Yes  | Yes  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 44.9 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 78                    | 23                    | --                       |
| Case management cases | <u>0</u>              | <u>20</u>             | --                       |
| Total                 | 78                    | 43                    | (44.9%)                  |

**SANCTIONS:** Workforce Connections sanctioned five community service job participants for an average of \$164 in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, no participants requested fact-finding reviews.

# PRICE COUNTY

**AGENCY:** Price County Human Services Department

**SERVICE DELIVERY AREA:** Price County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Price County Human Services Department spent \$784,000 under the initial implementation contract, of which the agency reports \$0 was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$142,000 and community reinvestment funds of \$229,000.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$104,768           | 13.4%                      |
| Eligibility determination | 218,149             | 27.8                       |
| Case management           | 37,888              | 4.8                        |
| FSET services             | 46,949              | 6.0                        |
| Skills training           | 16,473              | 2.1                        |
| Post-employment services  | 5,094               | 0.6                        |
| Educational activities    | <u>108,056</u>      | <u>13.8</u>                |
| Subtotal                  | \$537,377           | 68.5%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 38,708           | 4.9%                       |
| Transitional jobs         | 29,522              | 3.8                        |
| Sanctions*                | 633                 | 0.1                        |
| Trial jobs                | <u>2,372</u>        | <u>0.3</u>                 |
| Subtotal                  | \$ 71,235           | 9.1%                       |
| Administration            | \$ 60,772           | 7.8%                       |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 5,575               | 0.7                        |
| Emergency assistance      | 750                 | 0.1                        |
| Other FSET services       | <u>107,909</u>      | <u>13.8</u>                |
| Subtotal                  | <u>\$114,234</u>    | <u>14.6%</u>               |
| Total                     | \$783,618           | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

### Use of Profits Under the Initial Implementation Contract

The Price County Human Services Department reports that it used \$32,000 of its \$142,000 in unrestricted profits to offset the 1999 county tax levy. As of March 2000, the Price County Board had not finalized plans for use of the remaining funds.

#### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|  |                  |
|--|------------------|
| Training to increase employability or assist with job advancement  | \$ 88,235        |
| Youth activities   | 29,412           |
| Employment support services, including one-time purchase of clothing or tools,<br>licensing fees, interview or relocation expenses, and case management services | 23,530           |
| AODA and mental health counseling  | 23,529           |
| Supplement to W-2 and related programs   | 17,647           |
| Emergency assistance for domestic violence victims   | 16,968           |
| Transportation assistance  | 15,294           |
| Transportation grant matching funds  | 8,235            |
| Job access loans   | <u>5,882</u>     |
| <b>Total</b>   | <b>\$228,732</b> |

#### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

The Price County Human Services Department's current contract is for \$682,000 to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$235,349, or 34.5 percent of the contract budget, was spent. An additional \$47,700 in bonus funds will be available to the Price County Human Services Department if it meets established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$140,503           | 59.7%                                      | --   |
| Cash Benefits       | 23,775              | 10.1                                       | --   |
| Administration      | 8,896               | 3.8  | --   |
| Additional Services | <u>62,175</u>       | <u>26.4</u>                                | --   |
| <b>Total</b>        | <b>\$235,349</b>    | <b>100.0%</b>                              | <b>34.5%</b>   |

#### Potential Bonus Funds Under the Current Implementation Contract

Available after December 31, 2001

|   |                 |
|---|-----------------|
| Total Possible Performance Bonus Funds Available:                     | <u>\$47,741</u> |
| Restricted bonus  | \$20,460        |
| Unrestricted bonuses  | 27,281          |
| <br>  |                 |
| Projected Bonus Based on Performance Standards through December 2000: | <u>\$40,920</u> |
| Restricted bonus  | \$20,460        |
| Unrestricted bonuses  | 20,460          |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**  
As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|--|
| Entered Employment                          | Yes  | Yes  | Yes  |
| Average Wage Rate                           | Yes  | Yes  | Yes  |
| Job Retention—30 Days                       | Yes  | No   | No   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes  |
| Health Insurance Benefits                   | Yes  | Yes  | Yes  |
| Full and Appropriate Engagement             | Yes  | Yes  | No   |
| Basic Educational Activities                | Yes  | Yes  | No   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes  |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No   |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 81.5 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 20                    | 4                     | --                       |
| Case management cases | <u>7</u>              | <u>1</u>              | --                       |
| Total                 | 27                    | 5                     | (81.5%)                  |

**SANCTIONS:** The Price County Human Services Department sanctioned one transitional placement participant for \$628 in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, one participant requested a fact-finding review related to employment. The case was resolved in favor of the agency.



# ROCK COUNTY

**AGENCY:** Rock County Human Services Department

**SERVICE DELIVERY AREA:** Rock County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Rock County Human Services Department spent \$7.6 million under the initial implementation contract, of which the agency reports \$1.6 million (21.1 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$2.6 million and community reinvestment funds of \$5.1 million.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$1,341,482         | 17.7%                      |
| Eligibility determination | 2,328,618           | 30.8                       |
| Case management           | 404,345             | 5.3                        |
| FSET services             | 418,275             | 5.5                        |
| Skills training           | 231,314             | 3.1                        |
| Post-employment services  | 44,799              | 0.6                        |
| Educational activities    | <u>172,587</u>      | <u>2.3</u>                 |
| Subtotal                  | \$4,941,420         | 65.3%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 814,114          | 10.8%                      |
| Transitional jobs         | 390,058             | 5.2                        |
| Sanctions                 | 55,844              | 0.7                        |
| Trial jobs                | <u>4,822</u>        | <u>0.1</u>                 |
| Subtotal                  | \$1,264,838         | 16.8%                      |
| Administration            | \$1,117,437         | 14.8%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 116,628             | 1.5                        |
| Emergency assistance      | 122,996             | 1.6                        |
| Other FSET services       | <u>2,398</u>        | <u>&lt;0.1</u>             |
| Subtotal                  | \$ 242,022          | <u>3.1%</u>                |
| Total                     | \$7,565,717         | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

The Rock County Human Services Department reports that it used its \$2.6 million in unrestricted profits to offset the 1999, 2000, and 2001 county tax levy for the county human services budget.

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|  |              |
|--|--------------|
| Supplement to W-2 and related programs   | \$1,729,795  |
| Youth services, including family preservation and family treatment services  | 748,401      |
| Child protective services, including family preservation and reunification services  | 696,741      |
| Employee retention and advancement   | 460,000      |
| Emergency rental assistance, security deposits, and first month's rent   | 280,000      |
| Emergency energy assistance  | 263,726      |
| Mental health and AODA services for families   | 169,746      |
| Legal representation to assist individuals with eliminating employment barriers  | 150,000      |
| Outreach and coordination of churches to assist with meeting community needs   | 125,000      |
| Loan program to purchase vehicles or other items necessary for access to employment  | 100,000      |
| Transportation services, including bus tokens, gas vouchers, taxi rides for emergencies, car repairs, licensing, and insurance | 99,440       |
| Expansion of bus services  | 75,140       |
| Individual development accounts for home purchase, small business start-up, or post-secondary education                        | 42,000       |
| Basic skills education   | 35,812       |
| Before- and after-school child care services   | 33,226       |
| Literacy services to increase basic skills and literacy levels   | 25,014       |
| Drop-in child care services for residents of the domestic violence center  | 23,630       |
| Case management and mentoring services for victims of domestic violence  | 10,000       |
| Parenting and life skills training   | <u>3,625</u> |
| Total  | \$5,071,296  |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

Rock County Human Services Department's current W-2 contract is for \$4.7 million to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$2,244,993, or 47.8 percent of the contract budget, was spent. An additional \$329,000 in bonus funds will be available to the Rock County Human Services Department if it meets established performance standards.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$1,496,031         | 66.6%                                      | --   |
| Cash Benefits       | 414,024             | 18.4                                       | --   |
| Administration      | 221,265             | 9.9  | --   |
| Additional Services | <u>113,673</u>      | <u>5.1</u>                                 | --   |
| Total               | \$2,244,993         | 100.0%                                     | 47.8%  |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |           |                  |
|---|-----------|------------------|
| Total Possible Performance Bonus Funds Available:                         |           | <u>\$328,780</u> |
| Restricted bonus  | \$140,906 |                  |
| Unrestricted bonuses  | 187,874   |                  |
| <br>Projected Bonus Based on Performance Standards through December 2000: |           | <u>\$242,671</u> |
| Restricted bonus  | \$140,906 |                  |
| Unrestricted bonuses  | 101,765   |                  |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br>Bonus? | Meeting Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|---|
| Entered Employment                          | Yes   | Yes   | No  |
| Average Wage Rate                           | Yes   | Yes   | Yes   |
| Job Retention—30 Days                       | Yes   | Yes   | No  |
| Job Retention—180 Days                      | Yes   | No  | No  |
| Health Insurance Benefits                   | Yes   | Yes   | No  |
| Full and Appropriate Engagement             | Yes   | Yes   | Yes   |
| Basic Educational Activities                | Yes   | No  | No  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 53.9 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 336                   | 121                   | --                       |
| Case management cases | <u>0</u>              | <u>34</u>             | --                       |
| Total                 | 336                   | 155                   | (53.9%)                  |

**SANCTIONS:** The Rock County Human Services Department sanctioned seven community service job participants for an average of \$365 in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, five participants requested five fact-finding reviews. Information on complaint topics and outcomes is summarized in the following table:

| <u>Topic of Complaint</u> | <u>Ruled in Favor<br/>of Agency</u> | <u>Ruled in Favor<br/>of Participant</u> | <u>Request<br/>Withdrawn</u> |
|---------------------------|-------------------------------------|--|------------------------------|
| Employment                | 2                                   | 1  | 2                            |
| Child care                | 0                                   | 0  | 0                            |
| Emergency assistance      | 0                                   | 0  | 0                            |
| Job access loan           | 0                                   | 0  | 0                            |
| 24-month extension        | <u>0</u>                            | <u>0</u>                                 | <u>0</u>                     |
| Totals                    | 2                                   | 1  | 2                            |

# SAWYER COUNTY

**AGENCY:** Sawyer County Health and Human Services Department

**SERVICE DELIVERY AREA:** Sawyer County

## USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

The Sawyer County Health and Human Services Department spent \$798,000 under the initial implementation contract, of which the agency reports \$63,000 (7.9 percent) was subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$413,000 and community reinvestment funds of \$893,000.

### Initial Implementation Contract Expenditures September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$254,481           | 31.9%                      |
| Eligibility determination | 141,579             | 17.8                       |
| Case management           | 22,590              | 2.8                        |
| FSET services             | 83,573              | 10.5                       |
| Skills training           | 251                 | <0.1                       |
| Post-employment services  | 48,207              | 6.0                        |
| Educational activities    | <u>27,724</u>       | <u>3.5</u>                 |
| Subtotal                  | \$578,405           | 72.5%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 63,796           | 8.0%                       |
| Transitional jobs         | 29,870              | 3.7                        |
| Sanctions*                | 11,173              | 1.4                        |
| Trial jobs                | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$104,839           | 13.1%                      |
| Administration            | \$ 83,508           | 10.5%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 29,951              | 3.8                        |
| Emergency assistance      | 1,050               | 0.1                        |
| Other FSET services       | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$ 31,001           | 3.9%                       |
| Total                     | \$797,753           | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

### Use of Profits Under the Initial Implementation Contract

The Sawyer County Health and Human Services Department reports that it used its \$413,000 in unrestricted profits to offset the 2000 county tax levy for community programs.

#### Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract

|   |                  |
|---|------------------|
| Supplement to W-2 and related programs  | \$453,559        |
| Parenting aides to work with families involved in the child welfare system                  | 90,362           |
| Intensive supervision services to reduce out-of-home placements for adjudicated delinquents | 85,000           |
| In-home family counseling services  | 58,240           |
| AODA services for women and families  | 57,915           |
| Lac Courte Oreilles tribal domestic abuse shelter   | 50,000           |
| Transportation services   | 30,000           |
| AODA prevention and education services for teens  | 23,000           |
| Security deposit and rental loan program  | 20,000           |
| Support group and crisis intervention services for domestic abuse victims                   | 15,000           |
| Revolving loan program for day care providers   | <u>10,000</u>    |
| <b>Total</b>  | <b>\$893,076</b> |

#### USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:

Sawyer County Health and Human Services Department's current W-2 contract is for \$761,000 to provide W-2 and related services from January 2000 through December 2001. Between January 2000 and September 2000, \$211,258, or 27.8 percent of the contract budget, was spent. An additional \$53,000 in bonus funds will be available to the Sawyer County Health and Human Services Department if it meets established performance standards.

#### Current Implementation Contract Expenditures

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$177,787           | 84.2%                                      | --   |
| Cash Benefits       | 15,275              | 7.2  | --   |
| Administration      | 7,618               | 3.6  | --   |
| Additional Services | <u>10,578</u>       | <u>5.0</u>                                 | --   |
| <b>Total</b>        | <b>\$211,258</b>    | <b>100.0%</b>                              | <b>27.8%</b>   |

**Potential Bonus Funds Under the Current Implementation Contract**

Available after December 31, 2001

|   |          |                 |
|---|----------|-----------------|
| Total Possible Performance Bonus Funds Available:                         |          | <u>\$53,255</u> |
| Restricted bonus  | \$22,824 |                 |
| Unrestricted bonuses  | 30,431   |                 |
| <br>Projected Bonus Based on Performance Standards through December 2000: |          | <u>\$43,112</u> |
| Restricted bonus  | \$22,824 |                 |
| Unrestricted bonuses  | 20,288   |                 |

**Progress in Meeting Performance Standards Under the Current Implementation Contract**

As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br>Bonus? | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br>Bonus? | Meeting Performance<br>Standards for<br>Second Unrestricted<br>Bonus? |
|---|---|---|---|
| Entered Employment                          | Yes   | Yes   | Yes   |
| Average Wage Rate                           | Yes   | Yes   | Yes   |
| Job Retention—30 Days                       | Yes   | Yes   | Yes   |
| Job Retention—180 Days                      | Yes   | Yes   | Yes   |
| Health Insurance Benefits                   | Yes   | No  | No  |
| Full and Appropriate Engagement             | Yes   | No  | No  |
| Basic Educational Activities                | Yes   | Yes   | Yes   |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable  | Not Applicable  | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable  | Not Applicable  | No  |

**CASELOAD INFORMATION:** Overall, the participant caseload declined 86.0 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 47                    | 3                     | --                       |
| Case management cases | <u>10</u>             | <u>5</u>              | --                       |
| Total                 | 57                    | 8                     | (86.0%)                  |

**SANCTIONS:** The Sawyer County Human Services Department sanctioned no participants in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, no participants requested fact-finding reviews.



## VILAS COUNTY

**AGENCY:** Forward Service Corporation, a private nonprofit organization

**SERVICE DELIVERY AREA:** Vilas County

### USE OF FUNDS AVAILABLE UNDER THE INITIAL IMPLEMENTATION CONTRACT:

Forward Service Corporation spent \$640,000 under the initial implementation contract, of which the agency reports \$0 on subcontracted service expenditures. As a result of unexpended initial implementation contract funding, the agency received profits of \$102,000 and community reinvestment funds of \$135,000.

#### Initial Implementation Contract Expenditures

September 1997 through December 1999

|                           | <u>Expenditures</u> | <u>Percentage of Total</u> |
|---------------------------|---------------------|----------------------------|
| Direct Services:          |                     |                            |
| Work activities           | \$237,523           | 37.1%                      |
| Eligibility determination | 81,760              | 12.8                       |
| Case management           | 28,382              | 4.4                        |
| FSET services             | 76,187              | 11.9                       |
| Skills training           | 2,890               | 0.5                        |
| Post-employment services  | 976                 | 0.2                        |
| Educational activities    | <u>764</u>          | <u>0.1</u>                 |
| Subtotal                  | \$428,482           | 67.0%                      |
| Cash Benefits:            |                     |                            |
| Community service jobs    | \$ 68,256           | 10.7%                      |
| Transitional jobs         | 71,949              | 11.2                       |
| Sanctions*                | 72                  | <0.1                       |
| Trial jobs                | <u>0</u>            | <u>0.0</u>                 |
| Subtotal                  | \$140,277           | 21.9%                      |
| Administration            | \$ 70,544           | 11.0%                      |
| Additional Services:      |                     |                            |
| Contracted child care     | \$ 0                | 0.0%                       |
| Job access loans          | 0                   | 0.0                        |
| Emergency assistance      | 130                 | <0.1                       |
| Other FSET services       | <u>768</u>          | <u>0.1</u>                 |
| Subtotal                  | <u>\$ 898</u>       | <u>0.1%</u>                |
| Total                     | \$640,201           | 100.0%                     |

\* Except in Milwaukee County, sanctions of participants' grants were counted as expenditures and were charged against an agency's contract. Milwaukee agencies retained all sanctioned funds from the implementation contract.

**Use of Profits Under the Initial Implementation Contract**

Forward Service Corporation reported that its \$102,000 in unrestricted profits will be used to further its “ability to develop innovative and creative educational and charitable services.”

**Planned Use of Community Reinvestment Funds Under the Initial Implementation Contract**

|   |              |
|---|--------------|
| Supplement to W-2 and related programs  | \$ 25,000    |
| Grants to assist with car repairs   | 20,000       |
| Temporary housing to assist families with maintaining employment  | 16,299       |
| Forgivable loans to assist families with purchasing cars  | 15,000       |
| Mentoring program for fathers   | 12,400       |
| Assistance with tuition, books, fees, or support services for individuals pursuing short-term education opportunities   | 12,000       |
| Emergency assistance, including security deposits, driver education, car insurance, food, clothing, or rent   | 10,000       |
| Counseling to assist families with developing budget management skills  | 8,500        |
| Loan program to assist families with expenses related to car purchase or repair, security deposits, rent, and work-related needs  | 5,000        |
| Matching funds for individual development accounts to assist families with costs related to education, job training, home repairs, or down payment for a housing purchase | 4,800        |
| Clothing program to assist individuals with obtaining appropriate clothing for work and job-search activities   | 3,000        |
| Parent education and support services   | <u>3,000</u> |
| Total   | \$134,999    |

**USE OF FUNDS AVAILABLE UNDER THE CURRENT IMPLEMENTATION CONTRACT:**

Forward Service Corporation’s current W-2 contract is for \$1.8 million to provide W-2 and related services from January 2000 through December 2001 in Forest, Oneida, and Vilas counties. Of the \$1.8 million, approximately \$457,000 is budgeted for services in Vilas County. Between January 2000 and September 2000, Forward Service Corporation estimates that \$172,506, or 37.7 percent of the amount budgeted in Vilas County, was spent.

Approximately \$128,000 in additional bonus funding will be available to Forward Service Corporation if it meets established performance standards, of which approximately \$32,000 will be made available for services within Vilas County.

**Current Implementation Contract Expenditures**

January 2000 through September 2000

|                     | <u>Expenditures</u> | Percentage of Total<br><u>Expenditures</u> | Total Expenditures<br>as a Percentage of<br><u>Contract Budget</u> |
|---------------------|---------------------|--|--|
| Direct Services     | \$132,183           | 76.6%                                      | --   |
| Cash Benefits       | 12,781              | 7.4  | --   |
| Administration      | 23,312              | 13.5                                       | --   |
| Additional Services | <u>4,230</u>        | <u>2.5</u>                                 | --   |
| Total               | \$172,506           | 100.0%                                     | 37.7%  |

**Potential Bonus Funds Under the Current Implementation Contract**  
Available after December 31, 2001

|   |          |                 |
|---|----------|-----------------|
| Total Performance Bonus Funds Available:                                  |          | <u>\$32,025</u> |
| Restricted bonus  | \$13,725 |                 |
| Unrestricted bonuses  | 18,300   |                 |
| <br>Projected Bonus Based on Performance Standards through December 2000: |          | <u>\$30,500</u> |
| Restricted bonus  | \$13,725 |                 |
| Unrestricted bonuses  | 16,775   |                 |

**Progress in Meeting Performance Standards Under the Current Implementation Contract\***  
As of December 31, 2000

|   | Meeting<br>Performance<br>Standards for<br>Restricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for First<br>Unrestricted<br><u>Bonus?</u> | Meeting<br>Performance<br>Standards for<br>Second Unrestricted<br><u>Bonus?</u> |
|---|--|--|---|
| Entered Employment                          | Yes  | Yes  | Yes   |
| Average Wage Rate                           | Yes  | Yes  | Yes   |
| Job Retention—30 Days                       | Yes  | Yes  | Yes   |
| Job Retention—180 Days                      | Yes  | Yes  | Yes   |
| Health Insurance Benefits                   | Yes  | Yes  | Yes   |
| Full and Appropriate Engagement             | Yes  | Yes  | Yes   |
| Basic Educational Activities                | Yes  | Yes  | No  |
| Faith-Based Contract ( <i>optional</i> )    | Not Applicable   | Not Applicable   | Yes   |
| Basic Skills/Job Skills ( <i>optional</i> ) | Not Applicable   | Not Applicable   | No  |

\* Reported information is for the entire Forest/Oneida/Vilas Consortium.

**CASELOAD INFORMATION:** Overall, the participant caseload in Vilas County declined 78.9 percent from September 1997 to September 2000.

|                       | <u>September 1997</u> | <u>September 2000</u> | <u>Percentage Change</u> |
|-----------------------|-----------------------|-----------------------|--------------------------|
| Cash benefit cases    | 17                    | 1                     | --                       |
| Case management cases | <u>2</u>              | <u>3</u>              | --                       |
| Total                 | 19                    | 4                     | (78.9%)                  |

**SANCTIONS:** Forward Service Corporation sanctioned no participants in September 2000.

**FACT-FINDING REVIEWS:** Between May 1999 and September 2000, no participants requested fact-finding reviews.



Appendix 2

**Percentage of Participants Receiving Employment-Related Services  
Under Current Implementation Contracts  
2000**

| <u>W-2 Contractor</u>  | <u>Enrollment</u> | <u>Employment Search</u> | <u>Motivational Training</u> |
|------------------------|-------------------|--------------------------|------------------------------|
| <b>Counties</b>        |                   |                          |                              |
| Adams                  | 227               | 37.0%                    | 14.5%                        |
| Ashland                | 62                | 75.8                     | 8.1                          |
| Barron                 | 162               | 51.2                     | 33.3                         |
| Bayfield               | 53                | 64.2                     | 5.7                          |
| Brown                  | 548               | 54.7                     | 1.6                          |
| Buffalo                | 70                | 68.6                     | 10.0                         |
| Burnett                | 39                | 46.2                     | 56.4                         |
| Calumet                | 34                | 38.2                     | 0.0                          |
| Chippewa               | 96                | 60.4                     | 0.0                          |
| Clark                  | 113               | 68.1                     | 3.5                          |
| Columbia               | 159               | 74.2                     | 68.6                         |
| Crawford               | 9                 | 11.1                     | 33.3                         |
| Dane                   | 1,802             | 50.8                     | 51.3                         |
| Dodge                  | 193               | 63.2                     | 68.9                         |
| Door                   | 68                | 58.8                     | 8.8                          |
| Douglas                | 448               | 50.7                     | 6.3                          |
| Dunn                   | 189               | 58.2                     | 24.9                         |
| Eau Claire             | 366               | 46.2                     | 0.0                          |
| Fond du Lac            | 247               | 51.8                     | 0.8                          |
| Grant <sup>1</sup>     | 52                | 55.8                     | 36.5                         |
| Green <sup>1</sup>     | 48                | 50.0                     | 41.7                         |
| Green Lake             | 63                | 54.0                     | 31.7                         |
| Iowa <sup>1</sup>      | 26                | 61.5                     | 53.8                         |
| Iron                   | 12                | 66.7                     | 41.7                         |
| Jackson                | 119               | 62.2                     | 58.8                         |
| Jefferson              | 75                | 66.7                     | 64.0                         |
| Kenosha                | 1,522             | 60.4                     | 16.3                         |
| La Crosse              | 396               | 44.7                     | 2.5                          |
| Lafayette <sup>1</sup> | 15                | 73.3                     | 60.0                         |
| Langlade               | 135               | 54.8                     | 11.9                         |
| Lincoln                | 116               | 56.0                     | 23.3                         |
| Manitowoc              | 63                | 65.1                     | 6.3                          |
| Marathon               | 376               | 43.9                     | 17.0                         |
| Marinette              | 128               | 65.6                     | 14.1                         |
| Marquette              | 58                | 81.0                     | 17.2                         |
| Menominee              | 82                | 45.1                     | 1.2                          |
| Oconto                 | 95                | 58.9                     | 11.6                         |
| Outagamie              | 346               | 51.4                     | 17.6                         |
| Ozaukee                | 41                | 78.0                     | 75.6                         |
| Pepin                  | 17                | 76.5                     | 23.5                         |

| <u>W-2 Contractor</u>                                   | <u>Enrollment</u> | <u>Employment Search</u> | <u>Motivational Training</u> |
|---|-------------------|--------------------------|------------------------------|
| Pierce  | 32                | 40.6%                    | 43.8%                        |
| Polk  | 121               | 59.5                     | 6.6                          |
| Portage   | 144               | 51.4                     | 2.8                          |
| Price   | 109               | 55.0                     | 18.3                         |
| Racine  | 937               | 63.6                     | 19.7                         |
| Richland <sup>1</sup>                                   | 54                | 81.5                     | 64.8                         |
| Rock  | 596               | 50.3                     | 49.8                         |
| Rusk  | 48                | 50.0                     | 8.3                          |
| St. Croix   | 109               | 56.9                     | 14.7                         |
| Sauk  | 146               | 61.6                     | 3.4                          |
| Sawyer  | 69                | 62.3                     | 27.5                         |
| Sheboygan   | 216               | 51.9                     | 35.2                         |
| Taylor  | 40                | 55.0                     | 7.5                          |
| Trempealeau   | 79                | 51.9                     | 10.1                         |
| Vernon  | 65                | 72.3                     | 64.6                         |
| Washburn  | 64                | 37.5                     | 51.6                         |
| Washington  | 185               | 62.2                     | 44.3                         |
| Waupaca   | 103               | 73.8                     | 13.6                         |
| Waushara  | 80                | 58.8                     | 37.5                         |
| Winnebago   | 386               | 55.2                     | 15.3                         |
| Wood  | 368               | 41.8                     | 3.0                          |
| <b>Tribes</b>   |                   |                          |                              |
| Bad River Band  | 21                | 19.0                     | 42.9                         |
| Oneida Nation   | 71                | 29.6                     | 0.0                          |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                   |                          |                              |
| Employment Solutions                                    | 7,237             | 83.1                     | 1.9                          |
| Maximus   | 4,560             | 68.5                     | 44.6                         |
| OIC-GM  | 4,038             | 51.1                     | 27.2                         |
| UMOS  | 3,212             | 33.0                     | 7.9                          |
| YW Works  | 3,223             | 69.5                     | 59.2                         |
| <b>Private Agencies in Other Counties<sup>3</sup></b>   |                   |                          |                              |
| Florence—Fwd. Serv.                                     | 25                | 48.0                     | 56.0                         |
| Forest—Fwd. Serv.                                       | 31                | 54.8                     | 41.9                         |
| Juneau—Wkfce. Conn.                                     | 173               | 64.7                     | 48.0                         |
| Kewaunee—Fwd. Serv.                                     | 39                | 79.5                     | 38.5                         |
| Monroe—Wkfce. Conn.                                     | 162               | 71.6                     | 57.4                         |
| Oneida—Fwd. Serv.                                       | 142               | 45.1                     | 0.0                          |
| Shawano—Job Center                                      | 99                | 57.6                     | 21.2                         |
| Vilas—Fwd. Serv.  | 34                | 41.2                     | 41.2                         |
| Walworth—Kaiser   | 212               | 50.9                     | 42.9                         |
| Waukesha—Curtis   | 342               | 56.4                     | 26.9                         |

<sup>1</sup>These five county agencies contract to administer W-2 as a consortium.

<sup>2</sup>These agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup>Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|   |  |
|---|--|
| Curtis & Associates, Inc.                 | Waukesha County  |
| Forward Service Corporation               | Florence County<br>Forest, Oneida, and Vilas counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                        | Walworth County  |
| Shawano County Job Center<br>Incorporated | Shawano County   |
| Workforce Connections, Inc.               | Juneau County<br>Monroe County   |

Appendix 3

**Percentage of Participants Receiving Education and Training Services  
Under Current Implementation Contracts  
2000**

| <u>W-2 Contractor</u> | <u>Enrollment</u> | <u>Regular High School</u> | <u>High School Equivalency</u> | <u>Technical College Courses</u> | <u>Other Post-Secondary Education</u> | <u>Adult Basic Education</u> | <u>Literacy Skills</u> | <u>English as a Second Language</u> | <u>Job Skills Training</u> | <u>Parenting and Life Skills</u> | <u>Driver Education</u> |
|-----------------------|-------------------|----------------------------|--------------------------------|----------------------------------|---------------------------------------|------------------------------|------------------------|-------------------------------------|----------------------------|----------------------------------|-------------------------|
| <b>Counties</b>       |                   |                            |                                |                                  |                                       |                              |                        |                                     |                            |                                  |                         |
| Adams                 | 227               | 0.0%                       | 2.2%                           | 0.0%                             | 0.0%                                  | 5.3%                         | 22.5%                  | 0.0%                                | 2.6%                       | 4.0%                             | 0.9%                    |
| Ashland               | 62                | 0.0                        | 6.5                            | 0.0                              | 0.0                                   | 6.5                          | 0.0                    | 0.0                                 | 4.8                        | 6.5                              | 0.0                     |
| Barron                | 162               | 0.0                        | 3.1                            | 0.6                              | 1.2                                   | 22.8                         | 0.0                    | 0.0                                 | 2.5                        | 3.1                              | 1.9                     |
| Bayfield              | 53                | 0.0                        | 1.9                            | 0.0                              | 1.9                                   | 0.0                          | 0.0                    | 0.0                                 | 13.2                       | 3.8                              | 0.0                     |
| Brown                 | 548               | 0.2                        | 21.2                           | 0.0                              | 0.0                                   | 0.4                          | 0.0                    | 1.6                                 | 9.1                        | 2.6                              | 0.2                     |
| Buffalo               | 70                | 0.0                        | 2.9                            | 0.0                              | 0.0                                   | 15.7                         | 4.3                    | 0.0                                 | 2.9                        | 10.0                             | 0.0                     |
| Burnett               | 39                | 0.0                        | 7.7                            | 0.0                              | 0.0                                   | 10.3                         | 2.6                    | 0.0                                 | 12.8                       | 2.6                              | 10.3                    |
| Calumet               | 34                | 0.0                        | 17.6                           | 0.0                              | 0.0                                   | 2.9                          | 0.0                    | 14.7                                | 17.6                       | 17.6                             | 0.0                     |
| Chippewa              | 96                | 0.0                        | 10.4                           | 0.0                              | 0.0                                   | 6.3                          | 0.0                    | 0.0                                 | 1.0                        | 14.6                             | 2.1                     |
| Clark                 | 113               | 0.9                        | 24.8                           | 0.0                              | 0.0                                   | 8.8                          | 0.9                    | 0.0                                 | 1.8                        | 3.5                              | 0.0                     |
| Columbia              | 159               | 0.6                        | 10.7                           | 0.6                              | 0.0                                   | 22.0                         | 0.0                    | 0.6                                 | 2.5                        | 35.2                             | 6.9                     |
| Crawford              | 9                 | 0.0                        | 0.0                            | 0.0                              | 0.0                                   | 0.0                          | 0.0                    | 0.0                                 | 0.0                        | 0.0                              | 0.0                     |
| Dane                  | 1,802             | 1.1                        | 13.2                           | 0.1                              | 0.0                                   | 21.8                         | 0.2                    | 1.6                                 | 13.8                       | 7.5                              | 0.3                     |
| Dodge                 | 193               | 0.5                        | 21.8                           | 0.0                              | 0.0                                   | 8.8                          | 0.5                    | 0.5                                 | 3.6                        | 5.7                              | 0.0                     |
| Door                  | 68                | 0.0                        | 10.3                           | 0.0                              | 0.0                                   | 10.3                         | 0.0                    | 0.0                                 | 25.0                       | 29.4                             | 2.9                     |
| Douglas               | 448               | 0.0                        | 7.1                            | 0.9                              | 0.0                                   | 3.6                          | 0.7                    | 0.4                                 | 16.3                       | 3.8                              | 0.2                     |
| Dunn                  | 189               | 1.1                        | 12.2                           | 0.5                              | 0.0                                   | 2.1                          | 0.5                    | 2.1                                 | 11.6                       | 10.6                             | 1.6                     |
| Eau Claire            | 366               | 0.0                        | 8.2                            | 0.0                              | 0.0                                   | 4.1                          | 0.5                    | 0.3                                 | 11.2                       | 7.4                              | 0.5                     |
| Fond du Lac           | 247               | 0.8                        | 28.3                           | 0.0                              | 0.0                                   | 0.8                          | 0.4                    | 1.6                                 | 21.1                       | 8.9                              | 0.0                     |
| Grant <sup>1</sup>    | 52                | 0.0                        | 29.0                           | 0.0                              | 0.0                                   | 5.8                          | 9.6                    | 0.0                                 | 3.8                        | 3.8                              | 0.0                     |
| Green <sup>1</sup>    | 48                | 0.0                        | 11.5                           | 0.0                              | 0.0                                   | 10.4                         | 12.5                   | 0.0                                 | 0.0                        | 0.0                              | 0.0                     |
| Green Lake            | 63                | 0.0                        | 2.1                            | 0.0                              | 0.0                                   | 9.5                          | 0.0                    | 1.6                                 | 7.9                        | 3.2                              | 3.2                     |

| <u>W-2 Contractor</u>  | <u>Enrollment</u> | <u>Regular High School</u> | <u>High School Equivalency</u> | <u>Technical College Courses</u> | <u>Other Post-Secondary Education</u> | <u>Adult Basic Education</u> | <u>Literacy Skills</u> | <u>English as a Second Language</u> | <u>Job Skills Training</u> | <u>Parenting and Life Skills</u> | <u>Driver Education</u> |
|------------------------|-------------------|----------------------------|--------------------------------|----------------------------------|---------------------------------------|------------------------------|------------------------|-------------------------------------|----------------------------|----------------------------------|-------------------------|
| Iowa <sup>1</sup>      | 26                | 0.0%                       | 11.1%                          | 0.0%                             | 0.0%                                  | 3.8%                         | 0.0%                   | 0.0%                                | 3.8%                       | 19.2%                            | 0.0%                    |
| Iron                   | 12                | 8.3                        | 26.9                           | 0.0                              | 0.0                                   | 0.0                          | 0.0                    | 0.0                                 | 25.0                       | 25.0                             | 0.0                     |
| Jackson                | 119               | 0.0                        | 0.0                            | 0.0                              | 0.0                                   | 0.8                          | 5.0                    | 0.0                                 | 15.1                       | 12.6                             | 0.8                     |
| Jefferson              | 75                | 0.0                        | 19.3                           | 4.0                              | 0.0                                   | 9.3                          | 5.3                    | 2.7                                 | 12.0                       | 5.3                              | 1.3                     |
| Kenosha                | 1,522             | 0.7                        | 13.3                           | 0.2                              | 0.0                                   | 29.0                         | 1.8                    | 2.8                                 | 8.2                        | 4.5                              | 0.0                     |
| La Crosse              | 396               | 0.0                        | 25.4                           | 0.0                              | 0.0                                   | 4.5                          | 1.0                    | 0.5                                 | 1.3                        | 8.3                              | 0.0                     |
| Lafayette <sup>1</sup> | 15                | 0.0                        | 3.5                            | 0.0                              | 0.0                                   | 0.0                          | 26.7                   | 0.0                                 | 6.7                        | 0.0                              | 0.0                     |
| Langlade               | 135               | 0.0                        | 7.7                            | 0.0                              | 0.0                                   | 39.3                         | 0.0                    | 0.0                                 | 14.1                       | 0.7                              | 1.5                     |
| Lincoln                | 116               | 0.0                        | 11.1                           | 0.0                              | 0.0                                   | 11.2                         | 8.6                    | 0.0                                 | 2.6                        | 4.3                              | 0.0                     |
| Manitowoc              | 63                | 0.0                        | 20.0                           | 0.0                              | 0.0                                   | 3.2                          | 0.0                    | 7.9                                 | 6.3                        | 1.6                              | 0.0                     |
| Marathon               | 376               | 0.5                        | 14.1                           | 0.3                              | 0.0                                   | 5.1                          | 0.8                    | 5.6                                 | 2.9                        | 43.9                             | 1.9                     |
| Marinette              | 128               | 0.0                        | 8.6                            | 0.8                              | 0.0                                   | 2.3                          | 0.0                    | 0.0                                 | 38.3                       | 0.0                              | 1.6                     |
| Marquette              | 58                | 0.0                        | 12.7                           | 0.0                              | 0.0                                   | 12.1                         | 0.0                    | 0.0                                 | 50.0                       | 6.9                              | 0.0                     |
| Menominee              | 82                | 0.0                        | 22.9                           | 0.0                              | 0.0                                   | 1.2                          | 0.0                    | 0.0                                 | 20.7                       | 12.2                             | 2.4                     |
| Oconto                 | 95                | 0.0                        | 28.1                           | 1.1                              | 0.0                                   | 22.1                         | 0.0                    | 0.0                                 | 3.2                        | 1.1                              | 3.2                     |
| Outagamie              | 346               | 1.2                        | 41.4                           | 0.6                              | 0.0                                   | 4.6                          | 1.4                    | 9.2                                 | 11.3                       | 46.0                             | 6.9                     |
| Ozaukee                | 41                | 0.0                        | 20.4                           | 0.0                              | 0.0                                   | 9.8                          | 0.0                    | 4.9                                 | 0.0                        | 0.0                              | 0.0                     |
| Pepin                  | 17                | 0.0                        | 7.4                            | 0.0                              | 0.0                                   | 0.0                          | 11.8                   | 0.0                                 | 5.9                        | 0.0                              | 0.0                     |
| Pierce                 | 32                | 0.0                        | 4.9                            | 0.0                              | 0.0                                   | 9.4                          | 0.0                    | 0.0                                 | 31.3                       | 21.9                             | 0.0                     |
| Polk                   | 121               | 0.8                        | 21.4                           | 0.0                              | 0.0                                   | 14.9                         | 0.0                    | 0.0                                 | 14.9                       | 9.9                              | 1.7                     |
| Portage                | 144               | 0.0                        | 0.0                            | 0.0                              | 0.0                                   | 4.9                          | 0.7                    | 0.0                                 | 2.1                        | 2.1                              | 0.0                     |
| Price                  | 109               | 0.0                        | 0.0                            | 0.0                              | 0.0                                   | 1.8                          | 11.9                   | 0.0                                 | 4.6                        | 1.8                              | 0.0                     |
| Racine                 | 937               | 0.2                        | 18.8                           | 0.1                              | 0.0                                   | 25.3                         | 2.0                    | 1.6                                 | 1.9                        | 2.1                              | 0.0                     |
| Richland <sup>1</sup>  | 54                | 0.0                        | 4.1                            | 0.0                              | 0.0                                   | 9.3                          | 13.0                   | 0.0                                 | 0.0                        | 7.4                              | 0.0                     |
| Rock                   | 596               | 0.2                        | 4.2                            | 0.3                              | 0.0                                   | 4.0                          | 0.5                    | 1.7                                 | 19.8                       | 8.4                              | 0.0                     |
| Rusk                   | 48                | 0.0                        | 9.2                            | 0.0                              | 0.0                                   | 10.4                         | 0.0                    | 0.0                                 | 4.2                        | 4.2                              | 0.0                     |
| St. Croix              | 109               | 0.0                        | 12.7                           | 0.0                              | 0.0                                   | 6.4                          | 0.0                    | 0.0                                 | 3.7                        | 8.3                              | 0.0                     |
| Sauk                   | 146               | 0.0                        | 27.8                           | 0.0                              | 0.0                                   | 5.5                          | 0.0                    | 0.7                                 | 46.6                       | 16.4                             | 3.4                     |

| <u>W-2 Contractor</u>                                   | <u>Enrollment</u> | <u>Regular High School</u> | <u>High School Equivalency</u> | <u>Technical College Courses</u> | <u>Other Post-Secondary Education</u> | <u>Adult Basic Education</u> | <u>Literacy Skills</u> | <u>English as a Second Language</u> | <u>Job Skills Training</u> | <u>Parenting and Life Skills</u> | <u>Driver Education</u> |
|---|-------------------|----------------------------|--------------------------------|----------------------------------|---------------------------------------|------------------------------|------------------------|-------------------------------------|----------------------------|----------------------------------|-------------------------|
| Sawyer  | 69                | 0.0%                       | 22.7%                          | 1.4%                             | 0.0%                                  | 7.2%                         | 0.0%                   | 0.0%                                | 0.0%                       | 4.3%                             | 0.0%                    |
| Sheboygan   | 216               | 0.0                        | 10.4                           | 0.9                              | 0.0                                   | 8.8                          | 0.9                    | 16.2                                | 0.0                        | 3.2                              | 0.0                     |
| Taylor  | 40                | 2.5                        | 8.3                            | 0.0                              | 0.0                                   | 0.0                          | 0.0                    | 0.0                                 | 12.5                       | 5.0                              | 0.0                     |
| Trempealeau   | 79                | 0.0                        | 16.4                           | 0.0                              | 0.0                                   | 7.6                          | 1.3                    | 0.0                                 | 8.9                        | 3.8                              | 0.0                     |
| Vernon  | 65                | 0.0                        | 4.3                            | 0.0                              | 0.0                                   | 24.6                         | 0.0                    | 0.0                                 | 4.6                        | 1.5                              | 3.1                     |
| Washburn  | 64                | 0.0                        | 25.3                           | 0.0                              | 0.0                                   | 12.5                         | 0.0                    | 1.6                                 | 1.6                        | 0.0                              | 3.1                     |
| Washington  | 185               | 0.0                        | 14.4                           | 0.0                              | 0.0                                   | 22.2                         | 0.0                    | 1.1                                 | 4.3                        | 2.2                              | 1.1                     |
| Waupaca   | 103               | 1.0                        | 22.5                           | 0.0                              | 0.0                                   | 2.9                          | 1.0                    | 0.0                                 | 17.5                       | 15.5                             | 3.9                     |
| Waushara  | 80                | 0.0                        | 8.9                            | 0.0                              | 0.0                                   | 10.0                         | 13.8                   | 0.0                                 | 1.3                        | 1.3                              | 0.0                     |
| Winnebago   | 386               | 0.5                        | 16.9                           | 1.3                              | 0.0                                   | 9.1                          | 2.3                    | 5.7                                 | 20.7                       | 8.8                              | 1.8                     |
| Wood  | 368               | 0.0                        | 14.7                           | 0.3                              | 0.0                                   | 1.6                          | 0.3                    | 0.0                                 | 4.1                        | 11.7                             | 1.1                     |
| <b>Tribes</b>   |                   |                            |                                |                                  |                                       |                              |                        |                                     |                            |                                  |                         |
| Bad River Band  | 21                | 0.0                        | 0.0                            | 0.0                              | 0.0                                   | 19.0                         | 0.0                    | 0.0                                 | 9.5                        | 4.8                              | 0.0                     |
| Oneida Nation   | 71                | 1.4                        | 23.9                           | 0.0                              | 0.0                                   | 0.0                          | 0.0                    | 0.0                                 | 0.0                        | 5.6                              | 0.0                     |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                   |                            |                                |                                  |                                       |                              |                        |                                     |                            |                                  |                         |
| Employment Solutions                                    | 7,237             | 1.6                        | 29.5                           | 0.2                              | 0.0                                   | 53.3                         | 1.5                    | 0.5                                 | 15.8                       | 5.6                              | 0.1                     |
| Maximus   | 4,560             | 1.2                        | 18.3                           | 0.8                              | 0.0                                   | 37.2                         | 1.0                    | 4.3                                 | 13.8                       | 23.7                             | 0.1                     |
| OIC-GM  | 4,038             | 1.2                        | 6.7                            | 0.1                              | 0.0                                   | 63.9                         | 0.6                    | 0.1                                 | 12.0                       | 17.4                             | 0.3                     |
| UMOS  | 3,212             | 0.6                        | 37.9                           | 0.2                              | 0.0                                   | 20.3                         | 1.2                    | 10.7                                | 14.2                       | 6.1                              | 0.0                     |
| YW Works  | 3,223             | 1.5                        | 9.7                            | 0.1                              | 0.0                                   | 33.7                         | 69.1                   | 1.4                                 | 25.9                       | 4.8                              | 1.3                     |

| <u>W-2 Contractor</u>                                 | <u>Enrollment</u> | <u>Regular High School</u> | <u>High School Equivalency</u> | <u>Technical College Courses</u> | <u>Other Post-Secondary Education</u> | <u>Adult Basic Education</u> | <u>Literacy Skills</u> | <u>English as a Second Language</u> | <u>Job Skills Training</u> | <u>Parenting and Life Skills</u> | <u>Driver Education</u> |
|---|-------------------|----------------------------|--------------------------------|----------------------------------|---------------------------------------|------------------------------|------------------------|-------------------------------------|----------------------------|----------------------------------|-------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                   |                            |                                |                                  |                                       |                              |                        |                                     |                            |                                  |                         |
| Florence—Fwd. Serv.                                   | 25                | 0.0%                       | 16.0%                          | 4.0%                             | 0.0%                                  | 20.0%                        | 4.0%                   | 0.0%                                | 20.0%                      | 12.0%                            | 4.0%                    |
| Forest—Fwd. Serv.                                     | 31                | 3.2                        | 29.0                           | 0.0                              | 0.0                                   | 9.7                          | 0.0                    | 0.0                                 | 6.5                        | 32.3                             | 3.2                     |
| Juneau—Wkfce. Conn.                                   | 173               | 0.0                        | 25.4                           | 0.6                              | 0.0                                   | 4.6                          | 0.0                    | 1.7                                 | 14.5                       | 12.1                             | 3.5                     |
| Kewaunee—Fwd. Serv.                                   | 39                | 0.0                        | 7.7                            | 0.0                              | 0.0                                   | 17.9                         | 5.1                    | 5.1                                 | 7.7                        | 43.6                             | 0.0                     |
| Monroe—Wkfce. Conn.                                   | 162               | 0.0                        | 20.4                           | 0.6                              | 0.0                                   | 4.9                          | 0.0                    | 0.0                                 | 4.3                        | 4.9                              | 0.0                     |
| Oneida—Fwd. Serv.                                     | 142               | 0.0                        | 4.9                            | 0.0                              | 0.0                                   | 12.0                         | 0.7                    | 0.0                                 | 1.4                        | 5.6                              | 0.0                     |
| Shawano—Job Center                                    | 99                | 0.0                        | 25.3                           | 0.0                              | 0.0                                   | 15.2                         | 4.0                    | 0.0                                 | 26.3                       | 8.1                              | 1.0                     |
| Vilas—Fwd. Serv.                                      | 34                | 0.0                        | 14.7                           | 0.0                              | 0.0                                   | 14.7                         | 0.0                    | 0.0                                 | 2.9                        | 8.8                              | 0.0                     |
| Walworth—Kaiser                                       | 212               | 0.5                        | 7.1                            | 0.0                              | 0.0                                   | 18.9                         | 0.0                    | 2.8                                 | 1.4                        | 2.8                              | 0.5                     |
| Waukesha—Curtis                                       | 342               | 0.3                        | 15.8                           | 0.3                              | 0.0                                   | 1.2                          | 0.3                    | 5.0                                 | 10.5                       | 0.3                              | 0.0                     |

<sup>1</sup>These five county agencies contract to administer W-2 as a consortium.

<sup>2</sup>These agencies serve six regions in Milwaukee County:

- Region I YW Works
- Region II United Migrant Opportunity Services, Inc.
- Region III Opportunities Industrialization Center of Greater Milwaukee
- Region IV Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc.
- Region V Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc.
- Region VI Maximus, Inc.

<sup>3</sup>Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|   |  |
|---|--|
| Curtis & Associates, Inc.                 | Waukesha County  |
| Forward Service Corporation               | Florence County<br>Forest, Oneida, and Vilas counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                        | Walworth County  |
| Shawano County Job Center<br>Incorporated | Shawano County   |
| Workforce Connections, Inc.               | Juneau County<br>Monroe County   |

Appendix 4

**Percentage of Participants Receiving Assessment and Counseling Services  
Under Current Implementation Contracts  
2000**

| <u>W-2 Contractor</u>  | <u>Enrollment</u> | <u>Occupational<br/>Assessment</u> | <u>Physical<br/>Rehabilitation</u> | <u>Employment<br/>Counseling</u> | <u>Disability<br/>Assessment</u> | <u>Mental<br/>Health<br/>Counseling</u> | <u>Substance<br/>Abuse<br/>Counseling</u> |
|------------------------|-------------------|------------------------------------|------------------------------------|----------------------------------|----------------------------------|---|---|
| <b>Counties</b>        |                   |                                    |                                    |                                  |                                  |   |   |
| Adams                  | 227               | 3.1%                               | 0.0%                               | 4.4%                             | 2.6%                             | 3.1%                                    | 0.0%                                      |
| Ashland                | 62                | 9.7                                | 1.6                                | 1.6                              | 4.8                              | 12.9                                    | 1.6                                       |
| Barron                 | 162               | 3.7                                | 3.1                                | 1.2                              | 4.3                              | 8.6                                     | 3.1                                       |
| Bayfield               | 53                | 11.3                               | 5.7                                | 3.8                              | 9.4                              | 5.7                                     | 3.8                                       |
| Brown                  | 548               | 1.3                                | 3.3                                | 0.5                              | 3.1                              | 1.6                                     | 0.5                                       |
| Buffalo                | 70                | 8.6                                | 1.4                                | 2.9                              | 24.3                             | 7.1                                     | 0.0                                       |
| Burnett                | 39                | 2.6                                | 10.3                               | 0.0                              | 10.3                             | 2.6                                     | 2.6                                       |
| Calumet                | 34                | 5.9                                | 11.8                               | 0.0                              | 11.8                             | 26.5                                    | 8.8                                       |
| Chippewa               | 96                | 1.0                                | 16.7                               | 0.0                              | 0.0                              | 2.1                                     | 24.0                                      |
| Clark                  | 113               | 0.0                                | 8.0                                | 0.9                              | 8.0                              | 3.5                                     | 1.8                                       |
| Columbia               | 159               | 38.4                               | 13.8                               | 0.0                              | 15.7                             | 15.7                                    | 11.3                                      |
| Crawford               | 9                 | 0.0                                | 22.2                               | 0.0                              | 0.0                              | 22.2                                    | 0.0                                       |
| Dane                   | 1,802             | 7.8                                | 26.6                               | 2.6                              | 7.3                              | 8.6                                     | 5.0                                       |
| Dodge                  | 193               | 0.5                                | 15.5                               | 0.0                              | 0.0                              | 5.2                                     | 1.0                                       |
| Door                   | 68                | 7.4                                | 2.9                                | 0.0                              | 7.4                              | 22.1                                    | 0.0                                       |
| Douglas                | 448               | 5.4                                | 10.9                               | 0.7                              | 2.2                              | 9.8                                     | 1.6                                       |
| Dunn                   | 189               | 0.5                                | 11.6                               | 1.6                              | 1.6                              | 6.3                                     | 2.6                                       |
| Eau Claire             | 366               | 9.8                                | 10.4                               | 0.3                              | 0.5                              | 1.9                                     | 2.5                                       |
| Fond du Lac            | 247               | 3.2                                | 22.3                               | 1.2                              | 5.3                              | 8.5                                     | 2.0                                       |
| Grant <sup>1</sup>     | 52                | 9.6                                | 3.8                                | 1.9                              | 21.2                             | 9.6                                     | 0.0                                       |
| Green <sup>1</sup>     | 48                | 0.0                                | 0.0                                | 0.0                              | 2.1                              | 6.3                                     | 2.1                                       |
| Green Lake             | 63                | 1.6                                | 3.2                                | 0.0                              | 11.1                             | 11.1                                    | 1.6                                       |
| Iowa <sup>1</sup>      | 26                | 0.0                                | 7.7                                | 0.0                              | 7.7                              | 15.4                                    | 0.0                                       |
| Iron                   | 12                | 25.0                               | 16.7                               | 0.0                              | 8.3                              | 41.7                                    | 16.7                                      |
| Jackson                | 119               | 7.6                                | 4.2                                | 0.0                              | 8.4                              | 7.6                                     | 1.7                                       |
| Jefferson              | 75                | 9.3                                | 12.0                               | 0.0                              | 8.0                              | 13.3                                    | 4.0                                       |
| Kenosha                | 1,522             | 22.5                               | 10.7                               | 5.9                              | 2.4                              | 5.4                                     | 0.7                                       |
| La Crosse              | 396               | 1.3                                | 10.6                               | 2.3                              | 4.0                              | 3.3                                     | 1.8                                       |
| Lafayette <sup>1</sup> | 15                | 0.0                                | 0.0                                | 0.0                              | 13.3                             | 6.7                                     | 0.0                                       |
| Langlade               | 135               | 1.5                                | 3.7                                | 0.0                              | 19.3                             | 3.0                                     | 1.5                                       |
| Lincoln                | 116               | 1.7                                | 5.2                                | 0.0                              | 6.0                              | 2.6                                     | 0.0                                       |
| Manitowoc              | 63                | 3.2                                | 4.8                                | 0.0                              | 9.5                              | 1.6                                     | 0.0                                       |
| Marathon               | 376               | 13.6                               | 17.6                               | 8.5                              | 3.7                              | 6.4                                     | 1.9                                       |
| Marinette              | 128               | 12.5                               | 0.8                                | 0.0                              | 4.7                              | 5.5                                     | 1.6                                       |
| Marquette              | 58                | 1.7                                | 10.3                               | 0.0                              | 1.7                              | 3.4                                     | 3.4                                       |
| Menominee              | 82                | 2.4                                | 4.9                                | 4.9                              | 3.7                              | 2.4                                     | 4.9                                       |
| Oconto                 | 95                | 6.3                                | 3.2                                | 0.0                              | 3.2                              | 15.8                                    | 5.3                                       |
| Outagamie              | 346               | 4.0                                | 12.7                               | 18.5                             | 16.5                             | 15.9                                    | 1.4                                       |

| <u>W-2 Contractor</u>                                   | <u>Enrollment</u> | <u>Occupational Assessment</u> | <u>Physical Rehabilitation</u> | <u>Employment Counseling</u> | <u>Disability Assessment</u> | <u>Mental Health Counseling</u> | <u>Substance Abuse Counseling</u> |
|---|-------------------|--------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------------|-----------------------------------|
| Ozaukee   | 41                | 48.8%                          | 0.0%                           | 0.0%                         | 0.0%                         | 2.4%                            | 0.0%                              |
| Pepin   | 17                | 58.8                           | 0.0                            | 0.0                          | 5.9                          | 0.0                             | 0.0                               |
| Pierce  | 32                | 3.1                            | 15.6                           | 3.1                          | 9.4                          | 6.3                             | 9.4                               |
| Polk  | 121               | 3.3                            | 9.1                            | 0.8                          | 12.4                         | 7.4                             | 1.7                               |
| Portage   | 144               | 0.0                            | 16.7                           | 0.0                          | 6.3                          | 0.7                             | 0.0                               |
| Price   | 109               | 1.8                            | 1.8                            | 0.0                          | 4.6                          | 3.7                             | 0.9                               |
| Racine  | 937               | 0.5                            | 10.1                           | 0.4                          | 11.5                         | 2.3                             | 0.6                               |
| Richland <sup>1</sup>                                   | 54                | 0.0                            | 1.9                            | 0.0                          | 3.7                          | 5.6                             | 0.0                               |
| Rock  | 596               | 0.5                            | 19.6                           | 13.3                         | 3.0                          | 6.7                             | 1.3                               |
| Rusk  | 48                | 2.1                            | 14.6                           | 0.0                          | 6.3                          | 0.0                             | 0.0                               |
| St. Croix   | 109               | 22.0                           | 9.2                            | 1.8                          | 11.0                         | 1.8                             | 0.0                               |
| Sauk  | 146               | 53.4                           | 2.7                            | 0.0                          | 26.0                         | 4.1                             | 2.7                               |
| Sawyer  | 69                | 1.4                            | 7.2                            | 5.8                          | 1.4                          | 5.8                             | 0.0                               |
| Sheboygan   | 216               | 0.0                            | 13.9                           | 0.0                          | 0.0                          | 6.5                             | 1.9                               |
| Taylor  | 40                | 12.5                           | 0.0                            | 0.0                          | 10.0                         | 7.5                             | 0.0                               |
| Trempealeau   | 79                | 1.3                            | 24.1                           | 1.3                          | 0.0                          | 3.8                             | 0.0                               |
| Vernon  | 65                | 6.2                            | 9.2                            | 0.0                          | 7.7                          | 1.5                             | 0.0                               |
| Washburn  | 64                | 10.9                           | 6.3                            | 0.0                          | 7.8                          | 9.4                             | 1.6                               |
| Washington  | 185               | 23.8                           | 5.9                            | 0.0                          | 1.1                          | 1.6                             | 1.1                               |
| Waupaca   | 103               | 9.7                            | 37.9                           | 1.9                          | 2.9                          | 29.1                            | 2.9                               |
| Waushara  | 80                | 32.5                           | 1.3                            | 0.0                          | 5.0                          | 0.0                             | 2.5                               |
| Winnebago   | 386               | 25.1                           | 17.6                           | 15.3                         | 17.6                         | 12.2                            | 2.1                               |
| Wood  | 368               | 7.3                            | 15.5                           | 7.3                          | 5.2                          | 6.3                             | 0.3                               |
| <b>Tribes</b>   |                   |                                |                                |                              |                              |                                 |                                   |
| Bad River Band  | 21                | 0.0                            | 4.8                            | 14.3                         | 0.0                          | 4.8                             | 4.8                               |
| Oneida Nation   | 71                | 0.0                            | 15.5                           | 0.0                          | 1.4                          | 0.0                             | 1.4                               |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                   |                                |                                |                              |                              |                                 |                                   |
| Employment Solutions                                    | 7,237             | 2.0                            | 14.7                           | 2.2                          | 6.8                          | 5.4                             | 2.8                               |
| Maximus   | 4,560             | 24.2                           | 8.9                            | 12.7                         | 13.0                         | 5.3                             | 3.3                               |
| OIC-GM  | 4,038             | 21.7                           | 5.5                            | 0.5                          | 8.6                          | 3.8                             | 4.2                               |
| UMOS  | 3,212             | 6.2                            | 9.0                            | 56.7                         | 8.8                          | 6.6                             | 2.0                               |
| YW Works  | 3,223             | 16.4                           | 7.8                            | 1.7                          | 3.6                          | 8.2                             | 2.5                               |

| <u>W-2 Contractor</u> | <u>Enrollment</u> | <u>Occupational Assessment</u> | <u>Physical Rehabilitation</u> | <u>Employment Counseling</u> | <u>Disability Assessment</u> | <u>Mental Health Counseling</u> | <u>Substance Abuse Counseling</u> |
|-----------------------|-------------------|--------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------------|-----------------------------------|
|-----------------------|-------------------|--------------------------------|--------------------------------|------------------------------|------------------------------|---------------------------------|-----------------------------------|

**Private Agencies in Other Counties<sup>3</sup>**

|                     |     |      |      |      |      |       |      |
|---------------------|-----|------|------|------|------|-------|------|
| Florence—Fwd. Serv. | 25  | 0.0% | 8.0% | 0.0% | 8.0% | 12.0% | 0.0% |
| Forest—Fwd. Serv.   | 31  | 3.2  | 0.0  | 0.0  | 16.1 | 16.1  | 3.2  |
| Juneau—Wkfce. Conn. | 173 | 1.2  | 6.4  | 8.7  | 19.1 | 11.0  | 0.0  |
| Kewaunee—Fwd. Serv. | 39  | 5.1  | 5.1  | 7.7  | 12.8 | 17.9  | 2.6  |
| Monroe—Wkfce. Conn. | 162 | 0.6  | 12.3 | 12.3 | 6.2  | 8.6   | 1.2  |
| Oneida—Fwd. Serv.   | 142 | 7.0  | 2.1  | 1.4  | 35.2 | 1.4   | 1.4  |
| Shawano—Job Center  | 99  | 5.1  | 16.2 | 3.0  | 11.1 | 7.1   | 16.2 |
| Vilas—Fwd. Serv.    | 34  | 2.9  | 0.0  | 0.0  | 0.0  | 5.9   | 2.9  |
| Walworth—Kaiser     | 212 | 0.5  | 20.3 | 0.9  | 11.8 | 2.8   | 0.5  |
| Waukesha—Curtis     | 342 | 4.4  | 0.6  | 0.3  | 13.5 | 5.0   | 1.2  |

<sup>1</sup>These five county agencies contract to administer W-2 as a consortium.

<sup>2</sup>These agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup>Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|  |  |
|--|--|
| Curtis & Associates, Inc.              | Waukesha County  |
| Forward Service Corporation            | Florence County<br>Forest, Oneida, and Vilas counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                     | Walworth County  |
| Shawano County Job Center Incorporated | Shawano County   |
| Workforce Connections, Inc.            | Juneau County<br>Monroe County   |

Appendix 5

**W-2 Agencies' Caseloads**  
September 1997 and September 2000

| <u>W-2 Contractor</u>            | <u>September<br/>1997</u> | <u>September<br/>2000</u> | <u>Percentage<br/>Change</u> |
|----------------------------------|---------------------------|---------------------------|------------------------------|
| <b>Counties</b>                  |                           |                           |                              |
| Adams                            | 20                        | 7                         | -65.0%                       |
| Ashland                          | 33                        | 5                         | -84.8                        |
| Barron                           | 23                        | 9                         | -60.9                        |
| Bayfield                         | 10                        | 3                         | -70.0                        |
| Brown                            | 273                       | 38                        | -86.1                        |
| Buffalo                          | 16                        | 10                        | -37.5                        |
| Burnett                          | 20                        | 4                         | -80.0                        |
| Calumet                          | 17                        | 10                        | -41.2                        |
| Chippewa                         | 67                        | 28                        | -58.2                        |
| Clark                            | 4                         | 8                         | 100.0                        |
| Columbia                         | 13                        | 27                        | 107.7                        |
| Crawford                         | 2                         | 1                         | -50.0                        |
| Dane                             | 945                       | 542                       | -42.6                        |
| Dodge                            | 92                        | 45                        | -51.1                        |
| Door                             | 18                        | 17                        | -5.6                         |
| Douglas                          | 258                       | 62                        | -76.0                        |
| Dunn                             | 81                        | 40                        | -50.6                        |
| Eau Claire                       | 199                       | 29                        | -85.4                        |
| Fond du Lac                      | 68                        | 67                        | -1.5                         |
| Grant—SW Consortium <sup>1</sup> | 82                        | 22                        | -73.2                        |
| Green Lake                       | 12                        | 5                         | -58.3                        |
| Iron                             | 3                         | 4                         | 33.3                         |
| Jackson                          | 35                        | 5                         | -85.7                        |
| Jefferson                        | 30                        | 22                        | -26.7                        |
| Kenosha                          | 564                       | 356                       | -36.9                        |
| La Crosse                        | 181                       | 41                        | -77.3                        |
| Langlade                         | 32                        | 18                        | -43.8                        |
| Lincoln                          | 32                        | 7                         | -78.1                        |
| Manitowoc                        | 43                        | 8                         | -81.4                        |
| Marathon                         | 213                       | 67                        | -68.5                        |
| Marinette                        | 68                        | 5                         | -92.6                        |
| Marquette                        | 5                         | 6                         | 20.0                         |
| Menominee                        | 99                        | 15                        | -84.8                        |
| Oconto                           | 13                        | 3                         | -76.9                        |
| Outagamie                        | 156                       | 83                        | -46.8                        |
| Ozaukee                          | 14                        | 3                         | -78.6                        |
| Pepin                            | 10                        | 0                         | -100.0                       |
| Pierce                           | 11                        | 8                         | -27.3                        |
| Polk                             | 14                        | 26                        | 85.7                         |
| Portage                          | 63                        | 20                        | -68.3                        |

| <u>W-2 Contractor</u>                                   | September<br><u>1997</u> | September<br><u>2000</u> | Percentage<br><u>Change</u> |
|---|--------------------------|--------------------------|-----------------------------|
| Price   | 27                       | 5                        | -81.5%                      |
| Racine  | 719                      | 155                      | -78.4                       |
| Rock  | 336                      | 155                      | -53.9                       |
| Rusk  | 14                       | 6                        | -57.1                       |
| St. Croix   | 13                       | 15                       | 15.4                        |
| Sauk  | 58                       | 13                       | -77.6                       |
| Sawyer  | 57                       | 8                        | -86.0                       |
| Sheboygan   | 66                       | 54                       | -18.2                       |
| Taylor  | 18                       | 5                        | -72.2                       |
| Trempealeau   | 32                       | 8                        | -75.0                       |
| Vernon  | 29                       | 6                        | -79.3                       |
| Washburn  | 16                       | 7                        | -56.3                       |
| Washington  | 58                       | 24                       | -58.6                       |
| Waupaca   | 45                       | 47                       | 4.4                         |
| Waushara  | 12                       | 0                        | -100.0                      |
| Winnebago   | 169                      | 78                       | -53.8                       |
| Wood  | <u>119</u>               | <u>41</u>                | -65.5                       |
| Subtotal  | 5,627                    | 2,303                    | -59.1%                      |
| <b>Tribes</b>   |                          |                          |                             |
| Bad River Band  | 27                       | 7                        | -74.1                       |
| Lac du Flambeau Band <sup>2</sup>                       | 56                       | --                       | --                          |
| Oneida Nation   | <u>32</u>                | <u>30</u>                | -6.3                        |
| Subtotal  | 115                      | 37                       | -67.8%                      |
| <b>Private Agencies in Milwaukee County<sup>3</sup></b> |                          |                          |                             |
| Employment Solutions                                    | 5,603                    | 2,882                    | -48.6                       |
| Maximus   | 2,861                    | 1,592                    | -44.4                       |
| OIC-GM  | 2,783                    | 1,655                    | -40.5                       |
| UMOS  | 2,316                    | 1,441                    | -37.8                       |
| YW Works  | 1,851                    | 1,002                    | -45.9                       |
| Milwaukee-Unknown                                       | <u>1,011</u>             | <u>6</u>                 | -99.4                       |
| Subtotal  | 16,425                   | 8,578                    | -47.8%                      |
| <b>Private Agencies in Other Counties<sup>4</sup></b>   |                          |                          |                             |
| Forest-Oneida-Vilas—Fwd. Serv.                          | 119                      | 19                       | -84.0                       |
| Juneau—W. WI PIC  | 37                       | 40                       | 8.1                         |
| Kewaunee—Fwd. Serv.                                     | 9                        | 6                        | -33.3                       |
| Shawano—Job Center                                      | 60                       | 24                       | -60.0                       |
| Walworth—Kaiser   | 68                       | 33                       | -51.5                       |
| Waukesha—Curtis   | <u>216</u>               | <u>84</u>                | -61.1                       |
| Subtotal  | 509                      | 206                      | -59.5%                      |

| <u>W-2 Contractor</u>    | <u>September<br/>1997</u> | <u>September<br/>2000</u> | <u>Percentage<br/>Change</u> |
|--------------------------|---------------------------|---------------------------|------------------------------|
| <b>Other<sup>5</sup></b> |                           |                           |                              |
| Florence—Fwd. Serv.      | 7                         | 4                         | -42.9%                       |
| Monroe—Wkfce. Conn.      | <u>78</u>                 | <u>43</u>                 | -44.9                        |
| Subtotal                 | <u>85</u>                 | <u>47</u>                 | -44.7%                       |
| Total                    | 22,761                    | 11,171                    | -50.9%                       |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> The Lac du Flambeau Band of Chippewa was a W-2 agency through December 1999 but is not a W-2 agency under the current contract.

<sup>3</sup> Five agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

Participants whose region could not be determined at the time of the caseload count are included in Milwaukee Unknown.

<sup>4</sup> Eight counties other than Milwaukee have been served by these five private agencies. The name of one of the agencies changed from the first to the second implementation period.

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Forest, Oneida, and Vilas (FOV) counties were served separately under the initial implementation contract and as a consortium under the current contract<br>Kewaunee County |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County (initial implementation contract)   |
| Workforce Connections, Inc.                      | Juneau County (current implementation contract)   |

<sup>5</sup> Programs in these counties were administered by county agencies in September 1997 but by the following private agencies in September 2000:

|                             |                 |
|-----------------------------|-----------------|
| Forward Service Corporation | Florence County |
| Workforce Connections, Inc. | Monroe County   |



Appendix 6

**W-2 Agencies' Contract Amounts, Reported Expenditures,  
Profits, and Reinvestment Under Initial Implementation Contracts**  
September 1997 through December 1999

| <u>W-2 Contractor</u>            | <u>Contract Amount</u> | <u>Total Contract Expenditures</u> | <u>Percentage Spent</u> | <u>Total Profit</u> | <u>Total W-2 Reinvestment</u> |
|----------------------------------|------------------------|------------------------------------|-------------------------|---------------------|-------------------------------|
| <b>Counties</b>                  |                        |                                    |                         |                     |                               |
| Adams                            | \$ 2,312,112           | \$ 1,021,861                       | 44.2%                   | \$ 270,513          | \$ 488,993                    |
| Ashland                          | 2,136,051              | 692,338                            | 32.4                    | 274,903             | 564,205                       |
| Barron                           | 2,840,732              | 1,495,363                          | 52.6                    | 308,232             | 492,213                       |
| Bayfield                         | 782,037                | 596,957                            | 76.3                    | 66,703              | 53,822                        |
| Brown                            | 18,684,322             | 6,202,482                          | 33.2                    | 2,388,793           | 4,864,008                     |
| Buffalo                          | 1,295,730              | 542,630                            | 41.9                    | 155,106             | 289,822                       |
| Burnett                          | 1,808,875              | 602,743                            | 33.3                    | 231,191             | 470,566                       |
| Calumet                          | 1,427,259              | 602,179                            | 42.2                    | 158,914             | 314,837                       |
| Chippewa                         | 5,732,223              | 1,864,498                          | 32.5                    | 736,975             | 1,510,736                     |
| Clark                            | 1,678,742              | 534,376                            | 31.8                    | 217,116             | 448,220                       |
| Columbia                         | 2,674,029              | 1,320,340                          | 49.4                    | 295,517             | 487,505                       |
| Crawford                         | 1,071,277              | 486,530                            | 45.4                    | 124,323             | 222,000                       |
| Dane                             | 27,230,397             | 17,996,730                         | 66.1                    | 2,600,226           | 3,123,444                     |
| Dodge                            | 3,407,516              | 1,278,458                          | 37.5                    | 420,093             | 817,050                       |
| Door                             | 1,176,133              | 776,119                            | 66.0                    | 112,464             | 135,608                       |
| Douglas                          | 8,153,131              | 2,884,783                          | 35.4                    | 1,024,699           | 2,042,911                     |
| Dunn                             | 4,265,318              | 1,896,181                          | 44.5                    | 481,867             | 824,826                       |
| Eau Claire                       | 11,558,545             | 3,986,320                          | 34.5                    | 1,464,886           | 2,951,044                     |
| Florence                         | 704,055                | 317,445                            | 45.1                    | 82,029              | 147,353                       |
| Fond du Lac                      | 3,994,910              | 1,789,196                          | 44.8                    | 464,844             | 833,400                       |
| Grant—SW Consortium <sup>1</sup> | 7,184,439              | 3,455,244                          | 48.1                    | 812,823             | 1,394,605                     |
| Green Lake                       | 1,306,952              | 632,875                            | 48.4                    | 147,786             | 253,349                       |
| Iron                             | 665,495                | 242,729                            | 36.5                    | 83,213              | 164,827                       |
| Jackson                          | 2,057,637              | 824,584                            | 40.1                    | 249,239             | 473,419                       |
| Jefferson                        | 3,348,304              | 1,119,324                          | 33.4                    | 427,340             | 868,312                       |
| Kenosha                          | 19,637,922             | 15,700,903                         | 80.0                    | 1,619,021           | 1,099,651                     |
| La Crosse                        | 12,428,718             | 3,369,122                          | 27.1                    | 1,665,872           | 3,581,379                     |
| Langlade                         | 2,149,597              | 853,071                            | 39.7                    | 261,232             | 498,418                       |
| Lincoln                          | 2,175,447              | 685,684                            | 31.5                    | 281,899             | 583,279                       |
| Manitowoc                        | 4,839,797              | 1,738,786                          | 35.9                    | 605,320             | 1,199,402                     |
| Marathon                         | 11,351,099             | 5,757,797                          | 50.7                    | 1,255,002           | 2,071,912                     |
| Marinette                        | 4,150,189              | 1,188,457                          | 28.6                    | 549,518             | 1,165,523                     |
| Marquette                        | 835,850                | 402,669                            | 48.2                    | 94,721              | 162,948                       |
| Menominee                        | 2,771,821              | 1,269,135                          | 45.8                    | 324,521             | 587,221                       |
| Monroe                           | 4,029,473              | 1,297,377                          | 32.2                    | 520,150             | 1,071,389                     |
| Oconto                           | 2,267,220              | 874,685                            | 38.6                    | 277,794             | 535,901                       |
| Outagamie                        | 7,488,589              | 3,264,434                          | 43.6                    | 866,044             | 1,612,263                     |
| Ozaukee                          | 1,518,109              | 733,630                            | 48.3                    | 171,443             | 293,290                       |

| <u>W-2 Contractor</u>                                   | <u>Contract Amount</u> | <u>Total Contract Expenditures</u> | <u>Percentage Spent</u> | <u>Total Profit</u> | <u>Total W-2 Reinvestment</u> |
|---|------------------------|------------------------------------|-------------------------|---------------------|-------------------------------|
| Pepin   | \$ 481,360             | \$ 352,052                         | 73.1%                   | \$ 42,071           | \$ 37,689                     |
| Pierce  | 1,465,471              | 789,122                            | 53.8                    | 157,465             | 246,972                       |
| Polk  | 3,107,064              | 915,180                            | 29.5                    | 393,146             | 790,434                       |
| Portage   | 5,774,922              | 1,810,534                          | 31.4                    | 749,471             | 1,553,520                     |
| Price   | 1,300,860              | 669,384                            | 51.5                    | 141,889             | 228,732                       |
| Racine  | 28,657,639             | 12,014,359                         | 41.9                    | 3,435,008           | 6,430,381                     |
| Rock  | 20,382,439             | 7,323,695                          | 35.9                    | 2,553,725           | 5,071,296                     |
| Rusk  | 2,057,312              | 551,240                            | 26.8                    | 276,436             | 595,911                       |
| St. Croix   | 2,369,276              | 956,050                            | 40.4                    | 286,457             | 542,735                       |
| Sauk  | 3,581,617              | 1,400,950                          | 39.1                    | 433,834             | 824,044                       |
| Sawyer  | 3,071,428              | 766,752                            | 25.0                    | 413,461             | 893,076                       |
| Sheboygan   | 5,578,628              | 1,805,753                          | 32.4                    | 710,134             | 1,476,629                     |
| Taylor  | 1,253,401              | 400,697                            | 32.0                    | 162,303             | 335,544                       |
| Trempealeau   | 2,108,508              | 767,027                            | 36.4                    | 263,138             | 519,941                       |
| Vernon  | 1,582,930              | 767,546                            | 48.5                    | 178,416             | 304,248                       |
| Washburn  | 1,727,818              | 681,255                            | 39.4                    | 210,816             | 404,409                       |
| Washington  | 4,171,711              | 2,011,722                          | 48.2                    | 470,911             | 805,012                       |
| Waupaca   | 3,287,937              | 1,215,803                          | 37.0                    | 400,050             | 806,266                       |
| Waushara  | 2,150,441              | 927,536                            | 43.1                    | 251,651             | 455,041                       |
| Winnebago   | 10,583,824             | 4,540,575                          | 42.9                    | 1,234,593           | 2,295,735                     |
| Wood  | <u>7,037,870</u>       | <u>2,828,571</u>                   | <u>40.2</u>             | <u>851,293</u>      | <u>1,613,887</u>              |
| Subtotal  | \$304,872,508          | \$133,793,838                      | 43.9%                   | \$35,708,600        | \$64,931,153                  |
| <b>Tribes</b>   |                        |                                    |                         |                     |                               |
| Bad River Band  | \$ 739,359             | \$ 501,427                         | 67.8%                   | \$ 51,755           | \$ 80,479                     |
| Lac du Flambeau Band                                    | 1,298,138              | 686,754                            | 52.9                    | 141,389             | 227,336                       |
| Oneida Nation   | <u>1,402,988</u>       | <u>503,834</u>                     | <u>35.9</u>             | <u>176,189</u>      | <u>350,909</u>                |
| Subtotal  | \$ 3,440,485           | \$ 1,692,015                       | 49.2%                   | \$ 369,333          | \$ 658,724                    |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                        |                                    |                         |                     |                               |
| Employment Solutions                                    | \$112,425,421          | \$ 92,079,596                      | 81.9%                   | \$ 9,452,143        | \$ 5,446,841                  |
| Maximus   | 58,290,959             | 52,653,010                         | 90.3                    | 4,405,915           | 616,017                       |
| OIC-GM  | 57,209,283             | 48,657,479                         | 85.1                    | 4,622,816           | 1,964,494                     |
| UMOS  | 50,922,210             | 41,272,140                         | 81.0                    | 4,332,206           | 2,658,932                     |
| YW Works  | <u>40,033,798</u>      | <u>32,245,679</u>                  | <u>80.5</u>             | <u>3,415,466</u>    | <u>2,186,326</u>              |
| Subtotal  | \$318,881,671          | \$266,907,904                      | 83.7%                   | \$26,228,546        | \$12,872,610                  |

| <u>W-2 Contractor</u>                                 | <u>Contract Amount</u> | <u>Total Contract Expenditures</u> | <u>Percentage Spent</u> | <u>Total Profit</u> | <u>Total W-2 Reinvestment</u> |
|---|------------------------|------------------------------------|-------------------------|---------------------|-------------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                        |                                    |                         |                     |                               |
| Forest—Fwd. Serv.                                     | \$ 1,143,977           | \$ 568,798                         | 49.7%                   | \$ 128,233          | \$ 216,699                    |
| Juneau—W. WI PIC                                      | 2,275,855              | 981,293                            | 43.1                    | 268,288             | 490,401                       |
| Kewaunee—Fwd. Serv.                                   | 919,612                | 481,239                            | 52.3                    | 100,312             | 161,726                       |
| Oneida—Fwd. Serv.                                     | 2,846,511              | 916,346                            | 32.2                    | 366,831             | 754,087                       |
| Shawano—Job Center                                    | 2,503,609              | 1,322,489                          | 52.8                    | 272,769             | 438,824                       |
| Vilas—Fwd. Serv.                                      | 1,030,492              | 639,303                            | 62.0                    | 102,134             | 134,999                       |
| Walworth—Kaiser                                       | 4,199,447              | 1,934,654                          | 46.1                    | 482,959             | 850,488                       |
| Waukesha—Curtis                                       | <u>9,381,306</u>       | <u>4,358,270</u>                   | <u>46.5</u>             | <u>1,075,883</u>    | <u>1,886,362</u>              |
| Subtotal  | <u>\$ 24,300,809</u>   | <u>\$ 11,202,392</u>               | 46.1%                   | <u>\$ 2,797,409</u> | <u>\$ 4,933,586</u>           |
| Total   | \$651,495,473          | \$413,596,149                      | 63.5%                   | \$65,103,888        | \$83,396,073                  |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies served six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Eight counties other than Milwaukee were served by these five private agencies under the initial implementation contracts:

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Forest County<br>Kewaunee County<br>Oneida County<br>Vilas County |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County   |

Appendix 7

**Reported Expenditures by Type  
Under Initial Implementation Contracts  
September 1997 through December 1999**

| <u>W-2 Contractor</u>            | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|----------------------------------|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Counties</b>                  |                      |                        |                             |                            |                           |
| Adams                            | \$ 97,572            | \$ 693,879             | \$ 230,410                  | \$ 13,298                  | \$ 1,035,159              |
| Ashland                          | 70,762               | 534,245                | 87,331                      | 4,034                      | 696,372                   |
| Barron                           | 86,750               | 1,156,756              | 251,857                     | 9,908                      | 1,505,271                 |
| Bayfield                         | 36,307               | 512,618                | 48,032                      | 1,466                      | 598,423                   |
| Brown                            | 628,095              | 5,025,971              | 548,416                     | 88,764                     | 6,291,246                 |
| Buffalo                          | 136,711              | 286,304                | 119,615                     | 6,194                      | 548,824                   |
| Burnett                          | 86,584               | 470,499                | 45,660                      | 7,603                      | 610,346                   |
| Calumet                          | 79,126               | 394,896                | 128,157                     | 7,745                      | 609,924                   |
| Chippewa                         | 274,356              | 1,079,589              | 510,553                     | 9,635                      | 1,874,133                 |
| Clark                            | 35,624               | 434,740                | 64,012                      | 3,691                      | 538,067                   |
| Columbia                         | 116,525              | 983,580                | 220,235                     | 12,076                     | 1,332,416                 |
| Crawford                         | 24,487               | 359,460                | 102,583                     | 3,200                      | 489,730                   |
| Dane                             | 6,171,899            | 9,989,367              | 1,835,464                   | 734,295                    | 18,731,025                |
| Dodge                            | 406,869              | 641,176                | 230,413                     | 20,273                     | 1,298,731                 |
| Door                             | 156,510              | 513,099                | 106,510                     | 2,711                      | 778,830                   |
| Douglas                          | 757,501              | 1,517,943              | 609,339                     | 35,336                     | 2,920,119                 |
| Dunn                             | 356,640              | 1,162,982              | 376,559                     | 78,414                     | 1,974,595                 |
| Eau Claire                       | 774,256              | 2,219,318              | 992,746                     | 86,432                     | 4,072,752                 |
| Florence                         | 22,297               | 229,451                | 65,697                      | 454                        | 317,899                   |
| Fond du Lac                      | 535,819              | 893,824                | 359,553                     | 71,512                     | 1,860,708                 |
| Grant—SW Consortium <sup>1</sup> | 277,094              | 2,549,123              | 629,027                     | 57,970                     | 3,513,214                 |
| Green Lake                       | 103,495              | 437,513                | 91,867                      | 13,552                     | 646,427                   |
| Iron                             | 1,256                | 174,929                | 66,544                      | 0                          | 242,729                   |
| Jackson                          | 46,914               | 605,055                | 172,615                     | 4,670                      | 829,254                   |
| Jefferson                        | 160,524              | 886,722                | 72,078                      | 14,398                     | 1,133,722                 |
| Kenosha                          | 2,836,242            | 11,112,934             | 1,751,727                   | 695,126                    | 16,396,029                |
| La Crosse                        | 766,949              | 2,213,546              | 388,627                     | 102,614                    | 3,471,736                 |
| Langlade                         | 178,891              | 490,581                | 183,599                     | 10,835                     | 863,906                   |
| Lincoln                          | 98,673               | 536,207                | 50,804                      | 900                        | 686,584                   |
| Manitowoc                        | 113,340              | 1,177,809              | 447,637                     | 3,002                      | 1,741,788                 |
| Marathon                         | 1,206,843            | 3,925,347              | 625,607                     | 130,462                    | 5,888,259                 |
| Marinette                        | 54,654               | 728,012                | 405,791                     | 1,536                      | 1,189,993                 |
| Marquette                        | 23,046               | 301,560                | 78,063                      | 2,672                      | 405,341                   |
| Menominee                        | 537,106              | 562,853                | 169,176                     | 11,538                     | 1,280,673                 |
| Monroe                           | 321,652              | 714,427                | 261,298                     | 46,231                     | 1,343,608                 |
| Oconto                           | 49,885               | 658,343                | 166,457                     | 356,945                    | 1,231,630                 |
| Outagamie                        | 1,028,641            | 1,808,104              | 427,689                     | 38,502                     | 3,302,936                 |
| Ozaukee                          | 64,690               | 539,900                | 129,040                     | 672                        | 734,302                   |
| Pepin                            | 21,359               | 304,973                | 25,720                      | 499                        | 352,551                   |

| <u>W-2 Contractor</u>                                   | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| Pierce  | \$ 100,388           | \$ 542,187             | \$ 146,547                  | \$ 21,996                  | \$ 811,118                |
| Polk  | 59,333               | 708,800                | 147,047                     | 45,333                     | 960,513                   |
| Portage   | 317,636              | 1,055,816              | 437,082                     | 272,997                    | 2,083,531                 |
| Price   | 71,235               | 537,377                | 60,772                      | 114,234                    | 783,618                   |
| Racine  | 2,693,444            | 7,194,755              | 2,126,160                   | 197,342                    | 12,211,701                |
| Rock  | 1,264,838            | 4,941,420              | 1,117,437                   | 242,022                    | 7,565,717                 |
| Rusk  | 29,691               | 353,862                | 167,687                     | 6,615                      | 557,855                   |
| St. Croix   | 113,373              | 618,099                | 224,578                     | 12,671                     | 968,721                   |
| Sauk  | 292,765              | 839,316                | 268,869                     | 9,623                      | 1,410,573                 |
| Sawyer  | 104,839              | 578,405                | 83,508                      | 31,001                     | 797,753                   |
| Sheboygan   | 308,936              | 1,362,767              | 134,050                     | 115,628                    | 1,921,381                 |
| Taylor  | 60,727               | 315,125                | 24,845                      | 7,192                      | 407,889                   |
| Trempealeau   | 136,253              | 458,410                | 172,364                     | 3,776                      | 770,803                   |
| Vernon  | 115,688              | 497,706                | 154,152                     | 6,678                      | 774,224                   |
| Washburn  | 52,295               | 476,575                | 152,385                     | 7,989                      | 689,244                   |
| Washington  | 309,163              | 1,444,167              | 258,392                     | 40,762                     | 2,052,484                 |
| Waupaca   | 277,411              | 658,849                | 279,543                     | 210,578                    | 1,426,381                 |
| Waushara  | 29,359               | 680,593                | 217,584                     | 24,115                     | 951,651                   |
| Winnebago   | 811,197              | 3,165,698              | 563,680                     | 37,248                     | 4,577,823                 |
| Wood  | <u>508,098</u>       | <u>1,824,484</u>       | <u>495,989</u>              | <u>44,931</u>              | <u>2,873,502</u>          |
| Subtotal  | \$ 26,402,613        | \$ 87,082,046          | \$20,309,179                | \$4,141,896                | \$137,935,734             |
| <b>Tribes</b>   |                      |                        |                             |                            |                           |
| Bad River Band  | \$ 228,944           | \$ 243,167             | \$ 29,316                   | \$ 7,835                   | \$ 509,262                |
| Lac du Flambeau Band                                    | 252,259              | 343,597                | 90,898                      | 9,089                      | 695,843                   |
| Oneida Nation   | <u>183,866</u>       | <u>185,056</u>         | <u>134,912</u>              | <u>117,738</u>             | <u>621,572</u>            |
| Subtotal  | \$ 665,069           | \$ 771,820             | \$ 255,126                  | \$ 134,662                 | \$ 1,826,677              |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                      |                        |                             |                            |                           |
| Employment Solutions                                    | \$ 51,080,448        | \$ 37,233,469          | \$ 3,765,679                | \$ 2,694,959               | \$ 94,774,555             |
| Maximus   | 26,205,571           | 22,104,452             | 4,342,987                   | 2,112,388                  | 54,765,398                |
| OIC-GM  | 27,132,164           | 18,801,730             | 2,723,585                   | 2,152,973                  | 50,810,452                |
| UMOS  | 18,762,196           | 20,156,076             | 2,353,868                   | 1,458,189                  | 42,730,329                |
| YW Works  | <u>15,393,330</u>    | <u>14,226,500</u>      | <u>2,625,849</u>            | <u>1,126,954</u>           | <u>33,372,633</u>         |
| Subtotal  | \$138,573,709        | \$112,522,227          | \$15,811,968                | \$9,545,463                | \$276,453,367             |

| <u>W-2 Contractor</u>                                 | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                      |                        |                             |                            |                           |
| Forest—Fwd. Serv.                                     | \$ 95,567            | \$ 401,895             | \$ 71,336                   | \$ 788                     | \$ 569,586                |
| Juneau—W. WI PIC                                      | 391,291              | 510,103                | 79,899                      | 17,164                     | 998,457                   |
| Kewaunee—Fwd. Serv.                                   | 76,384               | 337,503                | 67,352                      | 3,340                      | 484,579                   |
| Oneida—Fwd. Serv.                                     | 211,347              | 590,155                | 114,844                     | 7,003                      | 923,349                   |
| Shawano—Job Center                                    | 296,270              | 889,262                | 136,957                     | 4,749                      | 1,327,238                 |
| Vilas—Fwd. Serv.                                      | 140,277              | 428,482                | 70,544                      | 898                        | 640,201                   |
| Walworth—Kaiser                                       | 403,560              | 1,196,919              | 334,175                     | 25,912                     | 1,960,566                 |
| Waukesha—Curtis                                       | <u>675,987</u>       | <u>3,036,996</u>       | <u>645,287</u>              | <u>204,281</u>             | <u>4,562,551</u>          |
| Subtotal  | <u>\$ 2,290,683</u>  | <u>\$ 7,391,315</u>    | <u>\$ 1,520,394</u>         | <u>\$ 264,135</u>          | <u>\$ 11,466,527</u>      |
| Total   | \$167,932,074        | \$207,767,408          | \$37,896,667                | \$14,086,156               | \$427,682,305             |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

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|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
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<sup>3</sup> Eight counties other than Milwaukee were served by these five private agencies under the initial implementation contracts:

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Forest County<br>Kewaunee County<br>Oneida County<br>Vilas County |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County   |



Appendix 7

**Reported Expenditures by Type  
Under Initial Implementation Contracts  
September 1997 through December 1999**

| <u>W-2 Contractor</u>            | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|----------------------------------|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Counties</b>                  |                      |                        |                             |                            |                           |
| Adams                            | \$ 97,572            | \$ 693,879             | \$ 230,410                  | \$ 13,298                  | \$ 1,035,159              |
| Ashland                          | 70,762               | 534,245                | 87,331                      | 4,034                      | 696,372                   |
| Barron                           | 86,750               | 1,156,756              | 251,857                     | 9,908                      | 1,505,271                 |
| Bayfield                         | 36,307               | 512,618                | 48,032                      | 1,466                      | 598,423                   |
| Brown                            | 628,095              | 5,025,971              | 548,416                     | 88,764                     | 6,291,246                 |
| Buffalo                          | 136,711              | 286,304                | 119,615                     | 6,194                      | 548,824                   |
| Burnett                          | 86,584               | 470,499                | 45,660                      | 7,603                      | 610,346                   |
| Calumet                          | 79,126               | 394,896                | 128,157                     | 7,745                      | 609,924                   |
| Chippewa                         | 274,356              | 1,079,589              | 510,553                     | 9,635                      | 1,874,133                 |
| Clark                            | 35,624               | 434,740                | 64,012                      | 3,691                      | 538,067                   |
| Columbia                         | 116,525              | 983,580                | 220,235                     | 12,076                     | 1,332,416                 |
| Crawford                         | 24,487               | 359,460                | 102,583                     | 3,200                      | 489,730                   |
| Dane                             | 6,171,899            | 9,989,367              | 1,835,464                   | 734,295                    | 18,731,025                |
| Dodge                            | 406,869              | 641,176                | 230,413                     | 20,273                     | 1,298,731                 |
| Door                             | 156,510              | 513,099                | 106,510                     | 2,711                      | 778,830                   |
| Douglas                          | 757,501              | 1,517,943              | 609,339                     | 35,336                     | 2,920,119                 |
| Dunn                             | 356,640              | 1,162,982              | 376,559                     | 78,414                     | 1,974,595                 |
| Eau Claire                       | 774,256              | 2,219,318              | 992,746                     | 86,432                     | 4,072,752                 |
| Florence                         | 22,297               | 229,451                | 65,697                      | 454                        | 317,899                   |
| Fond du Lac                      | 535,819              | 893,824                | 359,553                     | 71,512                     | 1,860,708                 |
| Grant—SW Consortium <sup>1</sup> | 277,094              | 2,549,123              | 629,027                     | 57,970                     | 3,513,214                 |
| Green Lake                       | 103,495              | 437,513                | 91,867                      | 13,552                     | 646,427                   |
| Iron                             | 1,256                | 174,929                | 66,544                      | 0                          | 242,729                   |
| Jackson                          | 46,914               | 605,055                | 172,615                     | 4,670                      | 829,254                   |
| Jefferson                        | 160,524              | 886,722                | 72,078                      | 14,398                     | 1,133,722                 |
| Kenosha                          | 2,836,242            | 11,112,934             | 1,751,727                   | 695,126                    | 16,396,029                |
| La Crosse                        | 766,949              | 2,213,546              | 388,627                     | 102,614                    | 3,471,736                 |
| Langlade                         | 178,891              | 490,581                | 183,599                     | 10,835                     | 863,906                   |
| Lincoln                          | 98,673               | 536,207                | 50,804                      | 900                        | 686,584                   |
| Manitowoc                        | 113,340              | 1,177,809              | 447,637                     | 3,002                      | 1,741,788                 |
| Marathon                         | 1,206,843            | 3,925,347              | 625,607                     | 130,462                    | 5,888,259                 |
| Marinette                        | 54,654               | 728,012                | 405,791                     | 1,536                      | 1,189,993                 |
| Marquette                        | 23,046               | 301,560                | 78,063                      | 2,672                      | 405,341                   |
| Menominee                        | 537,106              | 562,853                | 169,176                     | 11,538                     | 1,280,673                 |
| Monroe                           | 321,652              | 714,427                | 261,298                     | 46,231                     | 1,343,608                 |
| Oconto                           | 49,885               | 658,343                | 166,457                     | 356,945                    | 1,231,630                 |
| Outagamie                        | 1,028,641            | 1,808,104              | 427,689                     | 38,502                     | 3,302,936                 |
| Ozaukee                          | 64,690               | 539,900                | 129,040                     | 672                        | 734,302                   |
| Pepin                            | 21,359               | 304,973                | 25,720                      | 499                        | 352,551                   |

| <u>W-2 Contractor</u>                                   | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| Pierce  | \$ 100,388           | \$ 542,187             | \$ 146,547                  | \$ 21,996                  | \$ 811,118                |
| Polk  | 59,333               | 708,800                | 147,047                     | 45,333                     | 960,513                   |
| Portage   | 317,636              | 1,055,816              | 437,082                     | 272,997                    | 2,083,531                 |
| Price   | 71,235               | 537,377                | 60,772                      | 114,234                    | 783,618                   |
| Racine  | 2,693,444            | 7,194,755              | 2,126,160                   | 197,342                    | 12,211,701                |
| Rock  | 1,264,838            | 4,941,420              | 1,117,437                   | 242,022                    | 7,565,717                 |
| Rusk  | 29,691               | 353,862                | 167,687                     | 6,615                      | 557,855                   |
| St. Croix   | 113,373              | 618,099                | 224,578                     | 12,671                     | 968,721                   |
| Sauk  | 292,765              | 839,316                | 268,869                     | 9,623                      | 1,410,573                 |
| Sawyer  | 104,839              | 578,405                | 83,508                      | 31,001                     | 797,753                   |
| Sheboygan   | 308,936              | 1,362,767              | 134,050                     | 115,628                    | 1,921,381                 |
| Taylor  | 60,727               | 315,125                | 24,845                      | 7,192                      | 407,889                   |
| Trempealeau   | 136,253              | 458,410                | 172,364                     | 3,776                      | 770,803                   |
| Vernon  | 115,688              | 497,706                | 154,152                     | 6,678                      | 774,224                   |
| Washburn  | 52,295               | 476,575                | 152,385                     | 7,989                      | 689,244                   |
| Washington  | 309,163              | 1,444,167              | 258,392                     | 40,762                     | 2,052,484                 |
| Waupaca   | 277,411              | 658,849                | 279,543                     | 210,578                    | 1,426,381                 |
| Waushara  | 29,359               | 680,593                | 217,584                     | 24,115                     | 951,651                   |
| Winnebago   | 811,197              | 3,165,698              | 563,680                     | 37,248                     | 4,577,823                 |
| Wood  | <u>508,098</u>       | <u>1,824,484</u>       | <u>495,989</u>              | <u>44,931</u>              | <u>2,873,502</u>          |
| Subtotal  | \$ 26,402,613        | \$ 87,082,046          | \$20,309,179                | \$4,141,896                | \$137,935,734             |
| <b>Tribes</b>   |                      |                        |                             |                            |                           |
| Bad River Band  | \$ 228,944           | \$ 243,167             | \$ 29,316                   | \$ 7,835                   | \$ 509,262                |
| Lac du Flambeau Band                                    | 252,259              | 343,597                | 90,898                      | 9,089                      | 695,843                   |
| Oneida Nation   | <u>183,866</u>       | <u>185,056</u>         | <u>134,912</u>              | <u>117,738</u>             | <u>621,572</u>            |
| Subtotal  | \$ 665,069           | \$ 771,820             | \$ 255,126                  | \$ 134,662                 | \$ 1,826,677              |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                      |                        |                             |                            |                           |
| Employment Solutions                                    | \$ 51,080,448        | \$ 37,233,469          | \$ 3,765,679                | \$ 2,694,959               | \$ 94,774,555             |
| Maximus   | 26,205,571           | 22,104,452             | 4,342,987                   | 2,112,388                  | 54,765,398                |
| OIC-GM  | 27,132,164           | 18,801,730             | 2,723,585                   | 2,152,973                  | 50,810,452                |
| UMOS  | 18,762,196           | 20,156,076             | 2,353,868                   | 1,458,189                  | 42,730,329                |
| YW Works  | <u>15,393,330</u>    | <u>14,226,500</u>      | <u>2,625,849</u>            | <u>1,126,954</u>           | <u>33,372,633</u>         |
| Subtotal  | \$138,573,709        | \$112,522,227          | \$15,811,968                | \$9,545,463                | \$276,453,367             |

| <u>W-2 Contractor</u>                                 | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                      |                        |                             |                            |                           |
| Forest—Fwd. Serv.                                     | \$ 95,567            | \$ 401,895             | \$ 71,336                   | \$ 788                     | \$ 569,586                |
| Juneau—W. WI PIC                                      | 391,291              | 510,103                | 79,899                      | 17,164                     | 998,457                   |
| Kewaunee—Fwd. Serv.                                   | 76,384               | 337,503                | 67,352                      | 3,340                      | 484,579                   |
| Oneida—Fwd. Serv.                                     | 211,347              | 590,155                | 114,844                     | 7,003                      | 923,349                   |
| Shawano—Job Center                                    | 296,270              | 889,262                | 136,957                     | 4,749                      | 1,327,238                 |
| Vilas—Fwd. Serv.                                      | 140,277              | 428,482                | 70,544                      | 898                        | 640,201                   |
| Walworth—Kaiser                                       | 403,560              | 1,196,919              | 334,175                     | 25,912                     | 1,960,566                 |
| Waukesha—Curtis                                       | <u>675,987</u>       | <u>3,036,996</u>       | <u>645,287</u>              | <u>204,281</u>             | <u>4,562,551</u>          |
| Subtotal  | <u>\$ 2,290,683</u>  | <u>\$ 7,391,315</u>    | <u>\$ 1,520,394</u>         | <u>\$ 264,135</u>          | <u>\$ 11,466,527</u>      |
| Total   | \$167,932,074        | \$207,767,408          | \$37,896,667                | \$14,086,156               | \$427,682,305             |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies served six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Eight counties other than Milwaukee were served by these five private agencies under the initial implementation contracts:

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Forest County<br>Kewaunee County<br>Oneida County<br>Vilas County |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County   |



Appendix 8

**Expenditures of Community Reinvestment Funds  
Through September 2000**

| <u>W-2 Contractor</u>            | <u>Amount<br/>Earned</u> | <u>Total Spent</u> | <u>Percentage<br/>of Total<br/>Spent</u> |
|----------------------------------|--------------------------|--------------------|--|
| <b>Counties</b>                  |                          |                    |  |
| Adams                            | \$ 488,993               | \$ 98,759          | 20.2%                                    |
| Ashland                          | 564,205                  | -                  | 0.0                                      |
| Barron                           | 492,213                  | -                  | 0.0                                      |
| Bayfield                         | 53,822                   | -                  | 0.0                                      |
| Brown                            | 4,864,008                | 288,743            | 5.9                                      |
| Buffalo                          | 289,822                  | 114,902            | 39.6                                     |
| Burnett                          | 470,566                  | 102,421            | 21.8                                     |
| Calumet                          | 314,837                  | 15,001             | 4.8                                      |
| Chippewa                         | 1,510,736                | 232,414            | 15.4                                     |
| Clark                            | 448,220                  | 700                | 0.2                                      |
| Columbia                         | 487,505                  | 87,453             | 17.9                                     |
| Crawford                         | 222,000                  | 4,212              | 1.9                                      |
| Dane                             | 3,123,444                | 947,128            | 30.3                                     |
| Dodge                            | 817,050                  | 8,679              | 1.1                                      |
| Door                             | 135,608                  | 20,654             | 15.2                                     |
| Douglas                          | 2,042,911                | 367,286            | 18.0                                     |
| Dunn                             | 824,826                  | 121,715            | 14.8                                     |
| Eau Claire                       | 2,951,044                | 612,535            | 20.8                                     |
| Florence                         | 147,353                  | 30,435             | 20.7                                     |
| Fond du Lac                      | 833,400                  | 212,304            | 25.5                                     |
| Grant—SW Consortium <sup>1</sup> | 1,394,605                | 200,799            | 14.4                                     |
| Green Lake                       | 253,349                  | 14,745             | 5.8                                      |
| Iron                             | 164,827                  | -                  | 0.0                                      |
| Jackson                          | 473,419                  | 102,260            | 21.6                                     |
| Jefferson                        | 868,312                  | 39,568             | 4.6                                      |
| Kenosha                          | 1,099,651                | 608,439            | 55.3                                     |
| La Crosse                        | 3,581,379                | 16,902             | 0.5                                      |
| Langlade                         | 498,418                  | 120,178            | 24.1                                     |
| Lincoln                          | 583,279                  | 20,149             | 3.5                                      |
| Manitowoc                        | 1,199,402                | -                  | 0.0                                      |
| Marathon                         | 2,071,912                | 947,623            | 45.7                                     |
| Marinette                        | 1,165,523                | 1,165,523          | 100.0                                    |
| Marquette                        | 162,948                  | 16,033             | 9.8                                      |
| Menominee                        | 587,221                  | -                  | 0.0                                      |
| Monroe                           | 1,071,389                | 293,737            | 27.4                                     |
| Oconto                           | 535,901                  | -                  | 0.0                                      |
| Outagamie                        | 1,612,263                | 246,645            | 15.3                                     |
| Ozaukee                          | 293,290                  | 6,979              | 2.4                                      |

| <u>W-2 Contractor</u>                                   | <u>Amount<br/>Earned</u> | <u>Total Spent</u> | <u>Percentage<br/>of Total<br/>Spent</u> |
|---|--------------------------|--------------------|--|
| Pepin   | \$ 37,689                | \$ 6,976           | 18.5%                                    |
| Pierce  | 246,972                  | 21,247             | 8.6                                      |
| Polk  | 790,434                  | 48,521             | 6.1                                      |
| Portage   | 1,553,520                | 470,934            | 30.3                                     |
| Price   | 228,732                  | 226                | 0.1                                      |
| Racine  | 6,430,381                | 985,757            | 15.3                                     |
| Rock  | 5,071,296                | 813,062            | 16.0                                     |
| Rusk  | 595,911                  | 102,700            | 17.2                                     |
| St. Croix   | 542,735                  | 71,179             | 13.1                                     |
| Sauk  | 824,044                  | 85,723             | 10.4                                     |
| Sawyer  | 893,076                  | -                  | 0.0                                      |
| Sheboygan   | 1,476,629                | 229,040            | 15.5                                     |
| Taylor  | 335,544                  | -                  | 0.0                                      |
| Trempealeau   | 519,941                  | 13,441             | 2.6                                      |
| Vernon  | 304,248                  | -                  | 0.0                                      |
| Washburn  | 404,409                  | 695                | 0.2                                      |
| Washington  | 805,012                  | 112,562            | 14.0                                     |
| Waupaca   | 806,266                  | 35,982             | 4.5                                      |
| Waushara  | 455,041                  | 89,226             | 19.6                                     |
| Winnebago   | 2,295,735                | 416,290            | 18.1                                     |
| Wood  | <u>1,613,887</u>         | <u>157,754</u>     | 9.8                                      |
| Subtotal  | \$64,931,153             | \$10,950,793       | 16.9%                                    |
| <b>Tribes</b>   |                          |                    |  |
| Bad River Band  | \$ 80,479                | -                  | 0.0%                                     |
| Lac du Flambeau Band                                    | 227,336                  | -                  | 0.0                                      |
| Oneida Nation   | <u>350,909</u>           | -                  | 0.0                                      |
| Subtotal  | \$ 658,724               | -                  | 0.0%                                     |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                          |                    |  |
| Employment Solutions                                    | \$ 5,446,841             | \$ 515,497         | 9.5%                                     |
| Maximus   | 616,017                  | -                  | 0.0                                      |
| OIC-GM  | 1,964,494                | 371,024            | 18.9                                     |
| UMOS  | 2,658,932                | 780,113            | 29.3                                     |
| YW Works  | <u>2,186,326</u>         | <u>796,886</u>     | 36.4                                     |
| Subtotal  | \$12,872,610             | \$ 2,463,520       | 19.1%                                    |

| <u>W-2 Contractor</u>                                 | <u>Amount Earned</u> | <u>Total Spent</u> | <u>Percentage of Total Spent</u> |
|---|----------------------|--------------------|----------------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                      |                    |                                  |
| Forest—Fwd. Serv.                                     | \$ 216,699           | \$ 14,750          | 6.8%                             |
| Juneau—W. WI PIC                                      | 490,401              | 82,074             | 16.7                             |
| Kewaunee—Fwd. Serv.                                   | 161,726              | 2,818              | 1.7                              |
| Oneida—Fwd. Serv.                                     | 754,087              | 20,119             | 2.7                              |
| Shawano—Job Center                                    | 438,824              | -                  | 0.0                              |
| Vilas—Fwd. Serv.                                      | 134,999              | 16,401             | 12.1                             |
| Walworth—Kaiser                                       | 850,488              | 303,558            | 35.7                             |
| Waukesha—Curtis                                       | <u>1,886,362</u>     | <u>346,600</u>     | 18.4                             |
| Subtotal  | <u>\$ 4,933,586</u>  | <u>\$ 786,320</u>  | 15.9%                            |
| Total   | \$83,396,073         | \$14,200,633       | 17.0%                            |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies served six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Eight counties other than Milwaukee were served by these five private agencies under the initial implementation contracts:

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Forest County<br>Kewaunee County<br>Oneida County<br>Vilas County |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County   |

Appendix 9

**Current Contract Amounts, Reported Expenditures,  
and Potential Bonuses and Reinvestment**

| <u>W-2 Contractor</u>            | <u>Total Contract Amount</u> | <u>Contract Expenditures through Sept. 2000</u> | <u>Percentage of Contract Spent through Sept. 2000</u> | <u>Maximum Allowable Bonus</u> | <u>Total W-2 Reinvestment</u> |
|----------------------------------|------------------------------|---|--|--------------------------------|-------------------------------|
| <b>Counties</b>                  |                              |   |  |                                |                               |
| Adams                            | \$ 500,084                   | \$ 274,883                                      | 55.0%  | \$ 20,003                      | \$ 15,003                     |
| Ashland                          | 659,996                      | 186,636   | 28.3   | 26,400                         | 19,800                        |
| Barron                           | 1,249,525                    | 396,922   | 31.8   | 49,981                         | 37,486                        |
| Bayfield                         | 400,000                      | 139,678   | 34.9   | 16,000                         | 12,000                        |
| Brown                            | 3,810,898                    | 1,279,640                                       | 33.6   | 152,436                        | 114,327                       |
| Buffalo                          | 400,000                      | 103,679   | 25.9   | 16,000                         | 12,000                        |
| Burnett                          | 450,000                      | 139,644   | 31.0   | 18,000                         | 13,500                        |
| Calumet                          | 569,996                      | 198,056   | 34.7   | 22,800                         | 17,100                        |
| Chippewa                         | 1,621,292                    | 381,899   | 23.6   | 64,852                         | 48,639                        |
| Clark                            | 617,510                      | 124,008   | 20.1   | 24,700                         | 18,525                        |
| Columbia                         | 812,264                      | 386,698   | 47.6   | 32,491                         | 24,368                        |
| Crawford                         | 300,000                      | 122,482   | 40.8   | 12,000                         | 9,000                         |
| Dane                             | 16,986,518                   | 5,733,753                                       | 33.8   | 679,461                        | 509,596                       |
| Dodge                            | 1,540,663                    | 370,891   | 24.1   | 61,627                         | 46,220                        |
| Door                             | 627,909                      | 190,988   | 30.4   | 25,116                         | 18,837                        |
| Douglas                          | 2,873,783                    | 785,026   | 27.3   | 114,951                        | 86,213                        |
| Dunn                             | 1,465,427                    | 490,951   | 33.5   | 58,617                         | 43,963                        |
| Eau Claire                       | 3,187,098                    | 907,292   | 28.5   | 127,484                        | 95,613                        |
| Fond du Lac                      | 2,769,798                    | 514,973   | 18.6   | 110,792                        | 83,094                        |
| Grant—SW Consortium <sup>1</sup> | 2,501,245                    | 920,701   | 36.8   | 100,050                        | 75,037                        |
| Green Lake                       | 533,559                      | 134,616   | 25.2   | 21,342                         | 16,007                        |
| Iron                             | 200,000                      | 85,465  | 42.7   | 8,000                          | 6,000                         |
| Jackson                          | 698,760                      | 197,567   | 28.3   | 27,950                         | 20,963                        |
| Jefferson                        | 1,011,526                    | 352,820   | 34.9   | 40,461                         | 30,346                        |
| Kenosha                          | 9,285,649                    | 3,562,696                                       | 38.4   | 371,426                        | 278,569                       |
| La Crosse                        | 4,180,927                    | 785,846   | 18.8   | 167,237                        | 125,428                       |
| Langlade                         | 872,088                      | 197,019   | 22.6   | 34,884                         | 26,163                        |
| Lincoln                          | 617,822                      | 186,565   | 30.2   | 24,713                         | 18,535                        |
| Manitowoc                        | 825,768                      | 421,985   | 51.1   | 33,031                         | 24,773                        |
| Marathon                         | 3,720,273                    | 1,784,913                                       | 48.0   | 148,811                        | 111,608                       |
| Marquette                        | 814,434                      | 393,002   | 48.3   | 32,577                         | 24,433                        |
| Marquette                        | 400,000                      | 99,675  | 24.9   | 16,000                         | 12,000                        |
| Menominee                        | 706,259                      | 263,032   | 37.2   | 28,250                         | 21,188                        |
| Oconto                           | 701,242                      | 335,754   | 47.9   | 28,050                         | 21,037                        |
| Outagamie                        | 3,437,071                    | 1,158,079                                       | 33.7   | 137,483                        | 103,112                       |

| <u>W-2 Contractor</u>                                   | <u>Total Contract Amount</u> | <u>Contract Expenditures through Sept. 2000</u> | <u>Percentage of Contract Spent through Sept. 2000</u> | <u>Maximum Allowable Bonus</u> | <u>Total W-2 Reinvestment</u> |
|---|------------------------------|---|--|--------------------------------|-------------------------------|
| Ozaukee   | \$ 723,881                   | \$ 208,255                                      | 28.8%  | \$ 28,955                      | \$ 21,716                     |
| Pepin   | 250,000                      | 66,944  | 26.8   | 10,000                         | 7,500                         |
| Pierce  | 641,554                      | 214,461   | 33.4   | 25,662                         | 19,247                        |
| Polk  | 786,213                      | 234,774   | 29.9   | 31,449                         | 23,586                        |
| Portage   | 1,295,757                    | 382,949   | 29.6   | 51,830                         | 38,873                        |
| Price   | 682,015                      | 173,174   | 25.4   | 27,281                         | 20,460                        |
| Racine  | 7,270,142                    | 2,571,841                                       | 35.4   | 290,806                        | 218,104                       |
| Rock  | 4,696,860                    | 2,131,320                                       | 45.4   | 187,874                        | 140,906                       |
| Rusk  | 400,000                      | 76,134  | 19.0   | 16,000                         | 12,000                        |
| St. Croix   | 736,139                      | 317,430   | 43.1   | 29,446                         | 22,084                        |
| Sauk  | 1,088,434                    | 479,239   | 44.0   | 43,537                         | 32,653                        |
| Sawyer  | 760,784                      | 200,680   | 26.4   | 30,431                         | 22,824                        |
| Sheboygan   | 736,139                      | 432,073   | 27.8   | 62,183                         | 46,637                        |
| Taylor  | 450,000                      | 123,096   | 27.4   | 18,000                         | 13,500                        |
| Trempealeau   | 745,057                      | 170,878   | 22.9   | 29,802                         | 22,353                        |
| Vernon  | 537,192                      | 145,249   | 27.0   | 21,488                         | 16,116                        |
| Washburn  | 500,086                      | 174,347   | 34.9   | 20,004                         | 15,002                        |
| Washington  | 1,445,148                    | 515,582   | 35.7   | 57,806                         | 43,354                        |
| Waupaca   | 1,114,279                    | 335,644   | 30.1   | 44,571                         | 33,428                        |
| Waushara  | 713,956                      | 304,105   | 42.6   | 28,558                         | 21,419                        |
| Winnebago   | 3,717,106                    | 1,086,832                                       | 29.2   | 148,684                        | 111,513                       |
| Wood  | <u>2,418,077</u>             | <u>826,567</u>                                  | 34.2   | <u>96,723</u>                  | <u>72,542</u>                 |
| Subtotal  | \$103,876,637                | \$ 34,779,408                                   | 33.5%  | \$ 4,155,066                   | \$ 3,116,300                  |
| <b>Tribes</b>   |                              |   |  |                                |                               |
| Bad River Band  | \$ 350,000                   | \$ 143,272                                      | 40.9%  | \$ 14,000                      | \$ 10,500                     |
| Oneida Nation   | <u>530,286</u>               | <u>187,953</u>                                  | 35.4   | <u>21,211</u>                  | <u>15,909</u>                 |
| Subtotal  | \$ 880,286                   | \$ 331,225                                      | 37.6%  | \$ 35,211                      | \$ 26,409                     |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                              |   |  |                                |                               |
| Employment Solutions                                    | \$ 87,467,255                | \$ 27,032,607                                   | 30.9%  | \$ 3,498,690                   | \$ 2,624,017                  |
| Maximus   | 45,083,756                   | 14,068,845                                      | 31.2   | 1,803,350                      | 1,352,513                     |
| OIC-GM  | 47,140,124                   | 14,737,449                                      | 31.3   | 1,885,605                      | 1,414,204                     |
| UMOS  | 37,027,252                   | 14,187,698                                      | 38.3   | 1,481,090                      | 1,110,818                     |
| YW Works  | <u>36,451,896</u>            | <u>12,017,928</u>                               | 33.0   | <u>1,458,076</u>               | <u>1,093,557</u>              |
| Subtotal  | \$253,170,283                | \$ 82,044,527                                   | 32.4%  | \$10,126,811                   | \$ 7,595,109                  |

| <u>W-2 Contractor</u>                                 | <u>Total Contract Amount</u> | <u>Contract Expenditures through Sept. 2000</u> | <u>Percentage of Contract Spent through Sept. 2000</u> | <u>Maximum Allowable Bonus</u> | <u>Total W-2 Reinvestment</u> |
|---|------------------------------|---|--|--------------------------------|-------------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                              |   |  |                                |                               |
| Florence—Fwd. Serv.                                   | \$ 200,000                   | \$ 84,205                                       | 42.1%  | \$ 8,000                       | \$ 6,000                      |
| FOV—Fwd. Serv.  | 1,829,990                    | 678,119   | 37.1   | 73,200                         | 54,900                        |
| Juneau—Wkfce. Conn.                                   | 1,262,342                    | 388,846   | 30.8   | 50,494                         | 37,870                        |
| Kewaunee—Fwd. Serv.                                   | 250,000                      | 116,666   | 46.7   | 10,000                         | 7,500                         |
| Monroe—Wkfce. Conn.                                   | 1,393,615                    | 393,896   | 28.3   | 55,745                         | 41,808                        |
| Shawano—Job Center                                    | 1,070,576                    | 446,931   | 41.7   | 42,823                         | 32,117                        |
| Walworth—Kaiser                                       | 1,828,434                    | 586,551   | 32.1   | 73,137                         | 54,853                        |
| Waukesha—Curtis                                       | <u>3,552,280</u>             | <u>1,511,204</u>                                | 42.5   | <u>142,091</u>                 | <u>106,568</u>                |
| Subtotal  | <u>\$ 11,387,237</u>         | <u>\$ 4,206,418</u>                             | 36.9%  | <u>\$ 455,490</u>              | <u>\$ 341,616</u>             |
| Total   | \$369,314,443                | \$121,361,578                                   | 32.9%  | \$14,772,578                   | \$11,079,434                  |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|   |  |
|---|--|
| Curtis & Associates, Inc.                 | Waukesha County  |
| Forward Service Corporation               | Florence County<br>Forest, Oneida, and Vilas (FOV) counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                        | Walworth County  |
| Shawano County Job Center<br>Incorporated | Shawano County   |
| Workforce Connections, Inc.               | Juneau County<br>Monroe County   |



Appendix 10

**Reported Expenditures by Type  
Under Current Implementation Contracts  
January 2000 through September 2000**

| <u>W-2 Contractor</u>            | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|----------------------------------|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Counties</b>                  |                      |                        |                             |                            |                           |
| Adams                            | \$ 25,111            | \$ 188,564             | \$ 61,208                   | \$ 507                     | \$ 275,390                |
| Ashland                          | 13,725               | 160,073                | 12,838                      | 5,678                      | 192,314                   |
| Barron                           | 18,996               | 292,520                | 85,406                      | 10,938                     | 407,860                   |
| Bayfield                         | 19,679               | 113,963                | 6,036                       | 600                        | 140,278                   |
| Brown                            | 72,301               | 1,069,645              | 137,694                     | 33,119                     | 1,312,759                 |
| Buffalo                          | 8,839                | 68,192                 | 26,648                      | 2,037                      | 105,716                   |
| Burnett                          | 18,622               | 76,067                 | 44,955                      | 2,202                      | 141,846                   |
| Calumet                          | 33,269               | 115,935                | 48,852                      | 1,824                      | 199,880                   |
| Chippewa                         | 59,902               | 234,361                | 87,636                      | 1,750                      | 383,649                   |
| Clark                            | 13,124               | 94,255                 | 16,629                      | 6,228                      | 130,236                   |
| Columbia                         | 37,757               | 295,079                | 53,862                      | 11,161                     | 397,859                   |
| Crawford                         | 4,923                | 99,020                 | 18,539                      | -                          | 122,482                   |
| Dane                             | 1,480,265            | 3,563,202              | 690,286                     | 840,375                    | 6,574,128                 |
| Dodge                            | 87,405               | 229,804                | 53,682                      | 18,929                     | 389,820                   |
| Door                             | 23,428               | 128,126                | 39,434                      | 700                        | 191,688                   |
| Douglas                          | 131,179              | 474,675                | 179,172                     | 16,296                     | 801,322                   |
| Dunn                             | 109,784              | 311,758                | 69,409                      | 40,010                     | 530,961                   |
| Eau Claire                       | 79,799               | 608,236                | 219,257                     | 59,498                     | 966,790                   |
| Fond du Lac                      | 182,714              | 270,928                | 61,331                      | 34,410                     | 549,383                   |
| Grant—SW Consortium <sup>1</sup> | 61,242               | 722,550                | 136,909                     | 18,248                     | 938,949                   |
| Green Lake                       | 7,001                | 103,120                | 24,495                      | 3,775                      | 138,391                   |
| Iron                             | 5,804                | 61,745                 | 17,916                      | -                          | 85,465                    |
| Jackson                          | 8,123                | 146,004                | 43,440                      | 2,102                      | 199,669                   |
| Jefferson                        | 26,424               | 303,202                | 23,194                      | 3,913                      | 356,733                   |
| Kenosha                          | 1,101,850            | 2,042,132              | 418,714                     | 217,994                    | 3,780,690                 |
| La Crosse                        | 107,577              | 553,573                | 124,696                     | 33,939                     | 819,785                   |
| Langlade                         | 50,247               | 118,888                | 27,884                      | 2,300                      | 199,319                   |
| Lincoln                          | 17,626               | 155,501                | 13,438                      | 3,225                      | 189,790                   |
| Manitowoc                        | 7,682                | 336,403                | 77,900                      | 14,270                     | 436,255                   |
| Marathon                         | 208,270              | 1,344,569              | 232,074                     | 66,996                     | 1,851,909                 |
| Marquette                        | 11,220               | 238,966                | 142,816                     | -                          | 393,002                   |
| Marquette                        | 3,385                | 74,592                 | 21,698                      | 5,250                      | 104,925                   |
| Menominee                        | 67,397               | 125,420                | 70,215                      | 1,269                      | 264,301                   |
| Oconto                           | 19,451               | 280,714                | 35,589                      | 2,277                      | 338,031                   |
| Outagamie                        | 205,257              | 730,283                | 222,539                     | 23,089                     | 1,181,168                 |
| Ozaukee                          | 8,306                | 150,209                | 49,740                      | 500                        | 208,755                   |
| Pepin                            | 21                   | 59,692                 | 7,231                       | -                          | 66,944                    |
| Pierce                           | 18,770               | 166,376                | 29,315                      | 5,989                      | 220,450                   |

| <u>W-2 Contractor</u>                                   | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| Polk  | \$ 20,003            | \$ 181,213             | \$ 33,558                   | \$ 21,959                  | \$ 256,733                |
| Portage   | 23,951               | 260,937                | 98,061                      | 115,220                    | 498,169                   |
| Price   | 23,775               | 140,503                | 8,896                       | 62,175                     | 235,349                   |
| Racine  | 515,452              | 1,762,630              | 293,759                     | 259,791                    | 2,831,632                 |
| Rock  | 414,024              | 1,496,031              | 221,265                     | 113,673                    | 2,244,993                 |
| Rusk  | 6,525                | 50,872                 | 18,737                      | 2,203                      | 78,337                    |
| St. Croix   | 51,746               | 136,192                | 129,492                     | 13,000                     | 330,430                   |
| Sauk  | 74,836               | 278,395                | 126,008                     | 4,972                      | 484,211                   |
| Sawyer  | 15,275               | 177,787                | 7,618                       | 10,578                     | 211,258                   |
| Sheboygan   | 101,452              | 287,340                | 43,281                      | 69,192                     | 501,265                   |
| Taylor  | 10,687               | 92,664                 | 19,745                      | 3,442                      | 126,538                   |
| Trempealeau   | 14,872               | 112,024                | 43,982                      | 2,240                      | 173,118                   |
| Vernon  | 28,806               | 87,983                 | 28,460                      | 3,063                      | 148,312                   |
| Washburn  | 22,634               | 110,087                | 41,626                      | 6,877                      | 181,224                   |
| Washington  | 75,367               | 351,728                | 88,487                      | 27,830                     | 543,412                   |
| Waupaca   | 105,465              | 178,919                | 51,260                      | 77,267                     | 412,911                   |
| Waushara  | 2,713                | 222,960                | 78,432                      | 23,945                     | 328,050                   |
| Winnebago   | 258,620              | 630,728                | 197,484                     | 32,371                     | 1,119,203                 |
| Wood  | <u>151,233</u>       | <u>549,971</u>         | <u>125,363</u>              | <u>27,037</u>              | <u>853,604</u>            |
| Subtotal  | \$ 6,273,911         | \$23,217,306           | \$5,288,191                 | \$2,368,233                | \$37,147,641              |
| <b>Tribes</b>   |                      |                        |                             |                            |                           |
| Bad River Band  | \$ 30,880            | \$ 94,101              | \$ 18,291                   | \$ 2,759                   | \$ 146,031                |
| Oneida Nation   | <u>65,633</u>        | <u>60,816</u>          | <u>61,504</u>               | <u>-</u>                   | <u>187,953</u>            |
| Subtotal  | \$ 96,513            | \$ 154,917             | \$ 79,795                   | \$ 2,759                   | \$ 333,984                |
| <b>Private Agencies in Milwaukee County<sup>2</sup></b> |                      |                        |                             |                            |                           |
| Employment Solutions                                    | \$10,151,604         | \$15,452,156           | \$1,428,847                 | \$ 489,731                 | \$27,522,338              |
| Maximus   | 5,954,649            | 7,196,745              | 917,451                     | 406,908                    | 14,475,753                |
| OIC-GM  | 5,517,794            | 8,174,106              | 1,045,549                   | 1,125,217                  | 15,862,666                |
| UMOS  | 4,526,200            | 8,250,457              | 1,411,041                   | 497,739                    | 14,685,437                |
| YW Works  | <u>3,815,679</u>     | <u>6,943,152</u>       | <u>1,259,097</u>            | <u>139,358</u>             | <u>12,157,286</u>         |
| Subtotal  | \$29,965,926         | \$46,016,616           | \$6,061,985                 | \$2,658,953                | \$84,703,480              |

| <u>W-2 Contractor</u>                                 | <u>Cash Benefits</u> | <u>Direct Services</u> | <u>Administrative Costs</u> | <u>Additional Services</u> | <u>Total Expenditures</u> |
|---|----------------------|------------------------|-----------------------------|----------------------------|---------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |                      |                        |                             |                            |                           |
| Florence—Fwd. Serv.                                   | \$ 8,949             | \$ 66,621              | \$ 8,635                    | \$ -                       | \$ 84,205                 |
| FOV—Fwd. Serv.  | 51,125               | 528,730                | 98,264                      | 16,921                     | 695,040                   |
| Juneau—Wkfce. Conn.                                   | 101,062              | 248,474                | 39,310                      | 3,484                      | 392,330                   |
| Kewaunee—Fwd. Serv.                                   | 15,663               | 87,936                 | 13,067                      | 450                        | 117,116                   |
| Monroe—Wkfce. Conn.                                   | 91,439               | 267,525                | 34,932                      | 13,897                     | 407,793                   |
| Shawano—Job Center                                    | 90,783               | 295,669                | 60,479                      | 3,826                      | 450,757                   |
| Walworth—Kaiser                                       | 133,776              | 355,253                | 97,522                      | 6,781                      | 593,332                   |
| Waukesha—Curtis                                       | <u>201,078</u>       | <u>1,110,915</u>       | <u>199,211</u>              | <u>79,012</u>              | <u>1,590,216</u>          |
| Subtotal  | <u>\$ 693,875</u>    | <u>\$ 2,961,123</u>    | <u>\$ 551,420</u>           | <u>\$ 124,371</u>          | <u>\$ 4,330,789</u>       |
| Total   | \$37,030,225         | \$72,349,962           | \$11,981,391                | \$5,154,316                | \$126,515,894             |

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|   |  |
|---|--|
| Curtis & Associates, Inc.                 | Waukesha County  |
| Forward Service Corporation               | Florence County<br>Forest, Oneida, and Vilas (FOV) counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                        | Walworth County  |
| Shawano County Job Center<br>Incorporated | Shawano County   |
| Workforce Connections, Inc.               | Juneau County<br>Monroe County   |



Appendix 11

**Performance Bonus Criteria**

| <u>Criteria</u>                 | <u>Base Performance Level</u>  | <u>First Bonus Level</u>   | <u>Second Bonus Level</u>  |
|---------------------------------|--|--|--|
| Entered Employment              | 35% or more of all participants served have been placed in a job.  | 40% or more of all participants served have been placed in a job.  | 45% or more of all participants served have been placed in a job.  |
| Average Wage Rate               | Equal to or greater than the base wage rate attained by all participants during 1998.  | Equals the base wage rate plus 2.5 percent of the base.  | Equals the base wage rate plus 5.0 percent of the base.  |
| Job Retention<br>30 days        | At least 75% of all participants remain employed after 30 days.  | At least 80% of participants remain employed after 30 days.  | At least 85% of participants remain employed after 30 days.  |
| 180 days                        | 50% or more of all participants remain employed after 180 days.  | At least 55% of participants remain employed after 180 days.   | At least 60% of participants remain employed after 180 days.   |
| Full and Appropriate Engagement | At least 80% of adult W-2 and FSET participants in subsidized employment are engaged in appropriate activities for the required number of hours each week. | At least 85% of adult W-2 and FSET participants in subsidized employment are engaged in appropriate activities for the required number of hours each week. | At least 90% of adult W-2 and FSET participants in subsidized employment are engaged in appropriate activities for the required number of hours each week. |

| <u>Criteria</u>                                | <u>Base Performance Level</u>  | <u>First Bonus Level</u>  | <u>Second Bonus Level</u>   |
|--|--|---|---|
| Basic Educational Activities                   | At least 80% of all FSET participants and adults in W-2 subsidized employment positions who are not in high school are assigned to appropriate educational activities. | At least 85% of all FSET participants and adults in W-2 subsidized employment positions are engaged in appropriate activities for the required number of hours. | At least 90% of all FSET participants and adults in W-2 subsidized employment positions are engaged in appropriate activities for the required number of hours.     |
| Employer Health Insurance Benefits             | Employer health insurance is available to at least 30% of all participants who are employed.   | Employer health insurance is available to at least 35% of all participants who are employed.  | Employer health insurance is available to at least 40% of all participants who are employed.  |
| Optional—Faith-Based Contracts                 | Standard may only be used to replace a mandatory standard not achieved for the second bonus level.   | Standard may only be used to replace a mandatory standard not achieved for the second bonus level.  | Valid contract between the W-2 agency and a faith-based provider during 7 of the 8 quarters of the contract period, to provide direct services to W-2 participants. |
| Optional—Attainment of Basic Skills/Job Skills | Standard may only be used to replace a mandatory standard not achieved for the second bonus level.   | Standard may only be used to replace a mandatory standard not achieved for the second bonus level.  | At least 50% of the participants assigned to basic skills or job skills training complete the required training successfully.                                       |



Appendix 12

**Performance Bonuses Earned and Standards Met  
Under Current Implementation Contracts  
From January 2000 through December 2000**

| W-2 Contractor  | Maximum Allowable Bonus and Reinvestment | Potential Bonus | Percentage of Possible Bonus Earned | Standards Met through December 2000* |                   |                       |                        |                                 |                              |                                   |         |  |
|-----------------|--|-----------------|-------------------------------------|--------------------------------------|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|---------|--|
|                 |  |                 |                                     | Entered Employment                   | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |         |  |
| <b>Counties</b> |  |                 |                                     |                                      |                   |                       |                        |                                 |                              |                                   |         |  |
| Adams           | \$ 35,006                                | \$ 28,339       | 81.0%                               | level 1                              | level 2           | level 2               | level 2                | level 2                         | level 2                      | base                              | level 1 |  |
| Ashland         | 46,200                                   | 39,600          | 85.7                                | base                                 | level 2           | level 2               | level 2                | level 1                         | level 1                      | level 2                           | level 2 |  |
| Barron          | 87,467                                   | 74,973          | 85.7                                | level 1                              | level 2           | level 2               | level 2                | level 2                         | level 2                      | base                              | level 2 |  |
| Bayfield        | 28,000                                   | 17,333          | 61.9                                | level 2                              | level 2           | level 2               | level 2                | level 1                         | level 1                      | none                              | none    |  |
| Brown           | 266,763                                  | 254,060         | 95.2                                | level 2                              | level 2           | base                  | level 2                | level 2                         | level 2                      | level 2                           | level 2 |  |
| Buffalo         | 28,000                                   | 28,000          | 100.0                               | level 2                              | level 2           | level 2               | level 2                | level 2                         | level 2                      | level 2                           | level 2 |  |
| Burnett         | 31,500                                   | 16,500          | 52.4                                | base                                 | level 2           | base                  | base                   | base                            | base                         | base                              | base    |  |
| Calumet         | 39,900                                   | 36,100          | 90.5                                | level 2                              | level 2           | level 2               | level 2                | level 2                         | base                         | level 2                           | level 2 |  |
| Chippewa        | 102,683                                  | 97,279          | 90.5                                | level 2                              | level 2           | level 2               | level 2                | level 2                         | level 2                      | base                              | level 2 |  |
| Clark           | 43,225                                   | 41,167          | 95.2                                | level 2                              | level 2           | level 2               | level 2                | level 2                         | level 2                      | level 1                           | level 2 |  |
| Columbia        | 56,859                                   | 55,504          | 97.6                                | level 2                              | level 2           | level 1               | level 2                | level 2                         | level 2                      | level 2                           | level 2 |  |

\*None: The agency did not meet the performance standard on any level.  
 Base: The agency met the base performance standard for the restricted-use bonus.  
 Level 1: The agency met the first performance standard for the unrestricted-use bonus.  
 Level 2: The agency met the second performance standard for the unrestricted-use bonus.

| <u>W-2 Contractor</u>            | <u>Maximum Allowable Bonus and Reinvestment</u> | <u>Potential Bonus</u> | <u>Percentage of Possible Bonus Earned</u> |
|----------------------------------|---|------------------------|--|
| Crawford                         | \$ 21,000                                       | \$ 16,500              | 78.6%                                      |
| Dane                             | 1,189,057                                       | 1,132,434              | 95.2                                       |
| Dodge                            | 107,847   | 107,847                | 100.0                                      |
| Door                             | 43,953  | 43,953                 | 100.0                                      |
| Douglas                          | 201,164   | 182,006                | 90.5                                       |
| Dunn                             | 102,580   | 87,927                 | 85.7                                       |
| Eau Claire                       | 223,097   | 191,226                | 85.7                                       |
| Fond du Lac                      | 193,886   | 189,270                | 97.6                                       |
| Grant—SW Consortium <sup>1</sup> | 175,087   | 166,750                | 95.2                                       |
| Green Lake                       | 37,349  | 31,124                 | 83.3                                       |
| Iron                             | 14,000  | 13,334                 | 95.2                                       |
| Jackson                          | 48,913  | 46,584                 | 95.2                                       |
| Jefferson                        | 70,807  | 67,436                 | 95.2                                       |
| Kenosha                          | 649,995   | 541,662                | 83.3                                       |
| La Crosse                        | 292,665   | 292,665                | 100.0                                      |

| Standards Met through December 2000* |                   |                       |                        |                                 |                              |                                   |
|--------------------------------------|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|
| Entered Employment                   | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| level 2 | level 1 | level 2 | level 2 | level 2 | none    | level 2 |
| level 2 | level 2 | level 2 | base    | level 2 | level 2 | level 2 |
| level 2 |
| level 2 |
| level 1 | level 2 | level 2 | level 2 | level 2 | level 1 | level 2 |
| level 2 | level 2 | base    | level 2 | level 2 | base    | level 2 |
| level 2 | level 2 | level 1 | level 1 | level 2 | base    | level 2 |
| level 2 | level 2 | level 2 | level 1 | level 2 | level 2 | level 2 |
| level 1 | level 2 |
| level 2 | level 2 | level 1 | base    | base    | level 2 | level 2 |
| level 2 | level 1 |
| level 2 | level 1 | level 2 |
| level 2 | level 1 | level 2 |
| base    | level 2 | level 1 | level 2 | level 2 | level 2 | level 1 |
| level 2 |

\*None: The agency did not meet the performance standard on any level.

Base: The agency met the base performance standard for the restricted-use bonus.

Level 1: The agency met the first performance standard for the unrestricted-use bonus.

Level 2: The agency met the second performance standard for the unrestricted-use bonus.

| <u>W-2 Contractor</u> | <u>Maximum Allowable Bonus and Reinvestment</u> | <u>Potential Bonus</u> | <u>Percentage of Possible Bonus Earned</u> |
|-----------------------|---|------------------------|--|
| Langlade              | \$ 61,047                                       | \$ 40,698              | 66.7%                                      |
| Lincoln               | 43,248  | 41,188                 | 95.2                                       |
| Manitowoc             | 57,804  | 53,674                 | 92.9                                       |
| Marathon              | 260,419   | 248,017                | 95.2                                       |
| Marinette             | 57,010  | 57,010                 | 100.0                                      |
| Marquette             | 28,000  | 25,332                 | 90.5                                       |
| Menominee             | 49,438  | 21,188                 | 42.9                                       |
| Oconto                | 49,087  | 46,750                 | 95.2                                       |
| Outagamie             | 240,595   | 194,767                | 81.0                                       |
| Ozaukee               | 50,671  | 39,814                 | 78.6                                       |
| Pepin                 | 17,500  | 14,999                 | 85.7                                       |
| Pierce                | 44,909  | 43,841                 | 97.6                                       |
| Polk                  | 55,035  | 45,862                 | 83.3                                       |
| Portage               | 90,703  | 77,746                 | 85.7                                       |
| Price                 | 47,741  | 40,920                 | 85.7                                       |
| Racine                | 508,910   | 496,793                | 97.6                                       |

| Standards Met through December 2000* |                   |                       |                        |                                 |                              |                                   |
|--------------------------------------|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|
| Entered Employment                   | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| base    | level 2 | level 1 | level 1 | base    | base    | level 2 |
| level 2 | level 1 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 1 |
| level 2 | level 1 | level 2 |
| level 2 |
| level 2 | base    | level 2 |
| base    | level 2 | level 2 | base    | none    | none    | base    |
| level 2 | level 2 | base    | level 2 | level 2 | level 2 | level 2 |
| level 2 | level 2 | level 1 | level 1 | level 1 | base    | level 2 |
| level 1 | level 2 | base    | level 1 | base    | level 2 | level 2 |
| level 1 | level 1 | base    | level 2 | level 2 | level 2 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 1 | base    | level 2 |
| level 2 | level 2 | level 1 | level 1 | level 2 | level 2 | base    |
| level 2 | level 2 | base    | level 2 | level 1 | level 1 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |

\*None: The agency did not meet the performance standard on any level.  
Base: The agency met the base performance standard for the restricted-use bonus.  
Level 1: The agency met the first performance standard for the unrestricted-use bonus.  
Level 2: The agency met the second performance standard for the unrestricted-use bonus.

| <u>W-2 Contractor</u> | <u>Maximum Allowable Bonus and Reinvestment</u> | <u>Potential Bonus</u> | <u>Percentage of Possible Bonus Earned</u> |
|-----------------------|---|------------------------|--|
| Rock                  | \$ 328,780                                      | \$ 242,671             | 73.8%                                      |
| Rusk                  | 28,000  | 28,000                 | 100.0                                      |
| St. Croix             | 51,530  | 44,169                 | 85.7                                       |
| Sauk                  | 76,190  | 76,190                 | 100.0                                      |
| Sawyer                | 53,255  | 43,112                 | 81.0                                       |
| Sheboygan             | 108,820   | 106,228                | 97.6                                       |
| Taylor                | 31,500  | 31,500                 | 100.0                                      |
| Trempealeau           | 52,155  | 49,671                 | 95.2                                       |
| Vernon                | 37,604  | 29,546                 | 78.6                                       |
| Washburn              | 35,006  | 31,673                 | 90.5                                       |
| Washington            | 101,160   | 98,751                 | 97.6                                       |
| Waupaca               | 77,999  | 55,714                 | 71.4                                       |
| Waushara              | 49,977  | 47,597                 | 95.2                                       |
| Winnebago             | 260,197   | 192,050                | 73.8                                       |
| Wood                  | <u>169,265</u>                                  | <u>145,085</u>         | 85.7                                       |
| Subtotal              | \$ 7,271,366                                    | \$ 6,515,533           | 89.6%                                      |

| Standards Met through December 2000* |                   |                       |                        |                                 |                              |                                   |
|--------------------------------------|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|
| Entered Employment                   | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| level 1 | level 2 | level 1 | base    | level 2 | base    | level 1 |
| level 2 |
| level 2 | level 2 | level 1 | level 1 | level 2 | base    | level 2 |
| level 2 |
| level 2 | level 2 | level 2 | level 2 | base    | level 2 | base    |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |
| level 2 |
| level 2 | level 2 | base    | level 2 | level 2 | level 2 | level 2 |
| base    | level 2 | level 1 | base    | level 2 | level 1 | level 2 |
| level 2 | base    | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |
| level 1 | level 2 | base    | base    | level 1 | base    | level 2 |
| level 2 | level 2 | level 2 | base    | level 2 | level 2 | level 2 |
| base    | level 2 | level 2 | level 1 | level 2 | base    | level 1 |
| level 2 | level 2 | level 2 | level 2 | level 1 | base    | level 2 |

\*None: The agency did not meet the performance standard on any level.  
Base: The agency met the base performance standard for the restricted-use bonus.  
Level 1: The agency met the first performance standard for the unrestricted-use bonus.  
Level 2: The agency met the second performance standard for the unrestricted-use bonus.

| <u>W-2 Contractor</u> | <u>Maximum Allowable Bonus and Reinvestment</u> | <u>Potential Bonus</u> | <u>Percentage of Possible Bonus Earned</u> |
|-----------------------|---|------------------------|--|
| <b>Tribes</b>         |   |                        |  |
| Bad River Band        | \$ 24,500                                       | \$ 19,833              | 81.0%                                      |
| Oneida Nation         | <u>37,120</u>                                   | <u>28,283</u>          | 76.2                                       |
| Subtotal              | \$ 61,620                                       | \$ 48,116              | 78.1%                                      |

**Private Agencies in Milwaukee County<sup>2</sup>**

|                 |                  |                  |       |
|-----------------|------------------|------------------|-------|
| Empl. Solutions | \$ 6,122,707     | \$ 5,831,150     | 95.2% |
| Maximus         | 3,155,863        | 2,554,746        | 81.0  |
| OIC-GM          | 3,299,809        | 2,828,407        | 85.7  |
| UMOS            | 2,591,908        | 2,036,499        | 78.6  |
| YW Works        | <u>2,551,633</u> | <u>2,308,620</u> | 90.5  |
| Subtotal        | \$17,721,920     | \$15,559,422     | 87.8% |

| <b>Standards Met through December 2000*</b> |                   |                       |                        |                                 |                              |                                   |
|---|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|
| Entered Employment                          | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |

|         |         |         |         |      |         |         |
|---------|---------|---------|---------|------|---------|---------|
| level 1 | level 2 | level 2 | level 2 | base | Level 1 | level 2 |
| level 2 | level 2 | base    | level 2 | base | base    | level 2 |

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| level 1 | level 2 |
| level 1 | level 2 | level 1 | level 1 | level 2 | base    | level 2 |
| level 1 | level 2 | level 2 | level 2 | level 1 | level 1 | level 2 |
| base    | level 2 | level 2 | level 1 | level 1 | level 1 | level 2 |
| level 2 | level 2 | level 2 | level 2 | level 1 | level 1 | level 2 |

\*None: The agency did not meet the performance standard on any level.  
 Base: The agency met the base performance standard for the restricted-use bonus.  
 Level 1: The agency met the first performance standard for the unrestricted-use bonus.  
 Level 2: The agency met the second performance standard for the unrestricted-use bonus.

| W-2 Contractor  | Maximum Allowable Bonus and Reinvestment | Potential Bonus   | Percentage of Possible Bonus Earned |
|---|--|-------------------|-------------------------------------|
| <b>Private Agencies in Other Counties<sup>3</sup></b> |  |                   |                                     |
| Florence—<br>Fwd. Serv.                               | 14,000                                   | 12,667            | 90.5%                               |
| FOV—<br>Fwd. Serv.                                    | \$ 128,100                               | \$ 122,000        | 95.2                                |
| Juneau—<br>Wkfce. Conn.                               | 88,364                                   | 86,260            | 97.6                                |
| Kewaunee—<br>Fwd. Serv.                               | 17,500                                   | 17,083            | 97.6                                |
| Monroe—<br>Wkfce. Conn.                               | 97,553                                   | 95,299            | 97.7                                |
| Shawano—<br>Job Center                                | 74,940                                   | 67,804            | 90.5                                |
| Walworth—<br>Kaiser                                   | 127,990                                  | 127,990           | 100.0                               |
| Waukesha—<br>Curtis                                   | <u>248,659</u>                           | <u>236,819</u>    | 95.2                                |
| Subtotal  | <u>\$ 797,106</u>                        | <u>\$ 765,852</u> | 96.1%                               |
| Total   | \$25,852,012                             | \$22,888,923      | 88.5%                               |

| Standards Met through December 2000* |                   |                       |                        |                                 |                              |                                   |
|--------------------------------------|-------------------|-----------------------|------------------------|---------------------------------|------------------------------|-----------------------------------|
| Entered Employment                   | Average Wage Rate | Job Retention—30 Days | Job Retention—180 Days | Full and Appropriate Engagement | Basic Educational Activities | Employer Health Insurance Benefit |

|         |         |         |         |         |         |         |
|---------|---------|---------|---------|---------|---------|---------|
| level 2 | level 1 | level 1 |
| level 2 | level 1 | level 2 |
| level 2 | level 2 | level 2 | level 1 | level 2 | level 2 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |
| level 2 | level 2 | level 1 | level 2 | level 2 | level 2 | level 2 |
| base    | level 2 |
| level 2 |
| level 2 | level 1 | level 2 |

\*None: The agency did not meet the performance standard on any level.  
Base: The agency met the base performance standard for the restricted-use bonus.  
Level 1: The agency met the first performance standard for the unrestricted-use bonus.  
Level 2: The agency met the second performance standard for the unrestricted-use bonus.

<sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>2</sup> These agencies serve six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>3</sup> Ten counties other than Milwaukee are served by these five private agencies under the current contracts:

|   |  |
|---|--|
| Curtis & Associates, Inc.                 | Waukesha County  |
| Forward Service Corporation               | Florence County<br>Forest, Oneida, and Vilas (FOV) counties,<br>operating as a consortium<br>Kewaunee County |
| Kaiser Group, Inc.                        | Walworth County  |
| Shawano County Job Center<br>Incorporated | Shawano County   |
| Workforce Connections, Inc.               | Juneau County<br>Monroe County   |

Appendix 13

**Income and Poverty Status of Former W-2 Participants**  
(Left W-2 in First Quarter 1998)

| <u>W-2 Contractor</u>              | <u>Number Who Left W-2</u> | <u>Number Filing Returns</u> | <u>Number Claiming EITC</u> | <u>Average State and Federal EITC</u> | <u>Average Income</u> | <u>Percentage Above Poverty</u> | <u>Percentage Above Poverty with EITC</u> |
|------------------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------------|-----------------------|---------------------------------|---|
| <b>Counties</b>                    |                            |                              |                             |                                       |                       |                                 |   |
| Adams <sup>1</sup>                 | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Ashland <sup>1</sup>               | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Barron                             | 10                         | 7                            | 7                           | \$2,875                               | \$ 7,757              | 16.7%                           | 33.3%                                     |
| Bayfield <sup>1</sup>              | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Brown                              | 74                         | 49                           | 38                          | 2,360                                 | 14,326                | 40.0                            | 53.3                                      |
| Buffalo <sup>1</sup>               | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Burnett <sup>1</sup>               | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Calumet                            | 10                         | 7                            | 4                           | 2,596                                 | 22,132                | 40.0                            | 40.0                                      |
| Chippewa                           | 14                         | 10                           | 8                           | 1,257                                 | 9,857                 | 25.0                            | 25.0                                      |
| Clark <sup>1</sup>                 | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Columbia <sup>1</sup>              | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Crawford <sup>1</sup>              | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Dane                               | 188                        | 105                          | 90                          | 2,035                                 | 11,449                | 31.4                            | 46.1                                      |
| Dodge                              | 20                         | 15                           | 11                          | 1,150                                 | 15,950                | 70.0                            | 80.0                                      |
| Door <sup>1</sup>                  | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Douglas                            | 106                        | 68                           | 58                          | 2,283                                 | 11,284                | 37.9                            | 50.0                                      |
| Dunn                               | 9                          | 5                            | 5                           | 6,063                                 | 8,486                 | 0.0                             | 33.3                                      |
| Eau Claire                         | 55                         | 45                           | 37                          | 3,081                                 | 12,542                | 28.6                            | 45.7                                      |
| Florence <sup>1</sup>              | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Fond du Lac                        | 39                         | 33                           | 31                          | 2,557                                 | 12,733                | 32.0                            | 52.0                                      |
| Grant—SW Consortium <sup>1,2</sup> | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Green Lake <sup>1</sup>            | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Iron <sup>1</sup>                  | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Jackson <sup>1</sup>               | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Jefferson                          | 9                          | 7                            | 6                           | 626                                   | 15,980                | 80.0                            | 80.0                                      |
| Kenosha                            | 71                         | 37                           | 34                          | 2,171                                 | 9,537                 | 25.0                            | 40.0                                      |
| La Crosse                          | 19                         | 14                           | 10                          | 1,755                                 | 5,939                 | 0.0                             | 11.1                                      |
| Langlade                           | 17                         | 14                           | 11                          | 1,944                                 | 12,747                | 27.3                            | 36.4                                      |
| Lincoln <sup>1</sup>               | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Manitowoc                          | 7                          | 3                            | 2                           | 1,976                                 | 10,201                | 33.3                            | 66.7                                      |
| Marathon                           | 39                         | 28                           | 24                          | 3,002                                 | 12,864                | 23.8                            | 42.9                                      |
| Marinette <sup>1</sup>             | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Marquette <sup>1</sup>             | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Menominee                          | 32                         | 21                           | 18                          | 2,182                                 | 3,586                 | 6.7                             | 13.3                                      |
| Monroe                             | 13                         | 13                           | 10                          | 2,077                                 | 10,406                | 37.5                            | 50.0                                      |
| Oconto <sup>1</sup>                | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Outagamie                          | 35                         | 27                           | 20                          | 2,498                                 | 17,961                | 33.3                            | 40.0                                      |

| <u>W-2 Contractor</u>    | <u>Number Who Left W-2</u> | <u>Number Filing Returns</u> | <u>Number Claiming EITC</u> | <u>Average State and Federal EITC</u> | <u>Average Income</u> | <u>Percentage Above Poverty</u> | <u>Percentage Above Poverty with EITC</u> |
|--------------------------|----------------------------|------------------------------|-----------------------------|---------------------------------------|-----------------------|---------------------------------|---|
| Ozaukee <sup>1</sup>     | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Pepin <sup>1</sup>       | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Pierce <sup>1</sup>      | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Polk                     | 6                          | 3                            | 2                           | \$2,039                               | \$21,022              | 66.7%                           | 100.0%                                    |
| Portage                  | 12                         | 12                           | 10                          | 2,023                                 | 9,904                 | 18.2                            | 27.3                                      |
| Price                    | 8                          | 5                            | 5                           | 3,024                                 | 9,138                 | 25.0                            | 25.0                                      |
| Racine                   | 104                        | 82                           | 68                          | 2,557                                 | 11,394                | 38.6                            | 50.0                                      |
| Rock                     | 59                         | 31                           | 30                          | 2,341                                 | 9,724                 | 17.9                            | 42.9                                      |
| Rusk <sup>1</sup>        | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| St Croix                 | 8                          | 6                            | 5                           | 3,820                                 | 19,066                | 80.0                            | 80.0                                      |
| Sauk                     | 18                         | 11                           | 7                           | 1,093                                 | 5,925                 | 20.0                            | 20.0                                      |
| Sawyer                   | 26                         | 20                           | 17                          | 2,277                                 | 6,997                 | 12.5                            | 25.0                                      |
| Sheboygan                | 20                         | 14                           | 9                           | 2,435                                 | 21,680                | 40.0                            | 60.0                                      |
| Taylor                   | 11                         | 5                            | 5                           | 1,664                                 | 9,462                 | 50.0                            | 50.0                                      |
| Trempealeau <sup>1</sup> | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Vernon <sup>1</sup>      | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Washburn                 | 8                          | 4                            | 4                           | 4,608                                 | 9,549                 | 0.0                             | 33.3                                      |
| Washington               | 13                         | 10                           | 9                           | 1,927                                 | 9,281                 | 14.3                            | 14.3                                      |
| Waupaca                  | 9                          | 7                            | 3                           | 790                                   | 10,188                | 20.0                            | 40.0                                      |
| Waushara                 | 8                          | 6                            | 5                           | 3,167                                 | 22,545                | 80.0                            | 80.0                                      |
| Winnebago                | 77                         | 62                           | 47                          | 2,214                                 | 15,400                | 40.4                            | 51.9                                      |
| Wood                     | <u>22</u>                  | <u>6</u>                     | <u>0</u>                    | 0                                     | 21,472                | 50.0                            | 50.0                                      |
| Subtotal                 | 1,176                      | 792                          | 650                         | \$2,312                               | \$12,050              | 32.6%                           | 45.8%                                     |

**Tribes**

|                                   |           |           |           |         |          |       |       |
|-----------------------------------|-----------|-----------|-----------|---------|----------|-------|-------|
| Lac du Flambeau Band <sup>1</sup> | --        | --        | --        | --      | --       | --    | --    |
| Bad River Band <sup>1</sup>       | --        | --        | --        | --      | --       | --    | --    |
| Oneida Nation                     | <u>17</u> | <u>12</u> | <u>12</u> | \$3,156 | \$ 7,802 | 12.5% | 25.0% |
| Subtotal                          | 17        | 12        | 12        | \$3,156 | \$ 7,802 | 12.5% | 25.0% |

**Private Agencies in Milwaukee County<sup>3</sup>**

|                      |           |           |           |         |          |       |       |
|----------------------|-----------|-----------|-----------|---------|----------|-------|-------|
| Employment Solutions | 124       | 72        | 62        | \$2,389 | \$12,929 | 40.3% | 52.8% |
| Maximus              | 186       | 123       | 101       | 2,277   | 12,979   | 42.3  | 55.3  |
| OIC-GM               | 60        | 27        | 24        | 2,041   | 10,980   | 33.3  | 37.0  |
| UMOS                 | 186       | 113       | 93        | 2,275   | 12,919   | 33.6  | 48.7  |
| YW Works             | 77        | 35        | 33        | 2,200   | 11,926   | 31.4  | 48.6  |
| Other Milwaukee      | <u>22</u> | <u>16</u> | <u>16</u> | 2,685   | 9,598    | 31.3  | 43.8  |
| Subtotal             | 655       | 386       | 329       | \$2,291 | \$12,577 | 37.3% | 50.5% |

| <u>W-2 Contractor</u>                                 | <u>Number Who Left W-2</u> | <u>Number Filing Returns</u> | <u>Number Claiming EITC</u> | <u>Average State and Federal EITC</u> | <u>Average Income</u> | <u>Percentage Above Poverty</u> | <u>Percentage Above Poverty with EITC</u> |
|---|----------------------------|------------------------------|-----------------------------|---------------------------------------|-----------------------|---------------------------------|---|
| <b>Private Agencies in Other Counties<sup>4</sup></b> |                            |                              |                             |                                       |                       |                                 |   |
| Forest—Fwd. Serv. <sup>1</sup>                        | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Juneau—W. WI PIC                                      | 26                         | 18                           | 17                          | \$2,660                               | \$10,882              | 18.8%                           | 37.5%                                     |
| Kewaunee—Fwd. Serv. <sup>1</sup>                      | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Oneida—Fwd. Serv. <sup>1</sup>                        | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Shawano—Job Center                                    | 25                         | 16                           | 8                           | 2,181                                 | 14,978                | 33.3                            | 50.0                                      |
| Vilas—Fwd. Serv. <sup>1</sup>                         | --                         | --                           | --                          | --                                    | --                    | --                              | --  |
| Walworth—Kaiser                                       | 23                         | 17                           | 14                          | 2,850                                 | 12,910                | 50.0                            | 50.0                                      |
| Waukesha—Curtis                                       | 85                         | 72                           | 61                          | 2,370                                 | 12,748                | 34.3                            | 47.8                                      |
| Subtotal  | 159                        | 123                          | 100                         | 2,462                                 | 12,604                | 33.7                            | 46.5%                                     |
| <b>Balance of State<sup>1</sup></b>                   | <u>122</u>                 | <u>64</u>                    | <u>52</u>                   | \$ 2,300                              | \$10,825              | 32.0%                           | 43.9%                                     |
| Total   | 2,129                      | 1,377                        | 1,143                       | \$ 2,320                              | \$11,988              | 33.8%                           | 46.7%                                     |

<sup>1</sup> In general, when agencies had fewer than eight participants, data are reported under Balance of State to protect participants' privacy.

<sup>2</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.

<sup>3</sup> These agencies served six regions in Milwaukee County:

|            |  |
|------------|--|
| Region I   | YW Works   |
| Region II  | United Migrant Opportunity Services, Inc.  |
| Region III | Opportunities Industrialization Center of Greater Milwaukee  |
| Region IV  | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region V   | Employment Solutions, Inc., a subsidiary of Goodwill Industries of Southeastern Wisconsin and Metropolitan Chicago, Inc. |
| Region VI  | Maximus, Inc.  |

<sup>4</sup> Eight counties other than Milwaukee were served by these five private agencies under the initial implementation contracts:

|   |   |
|---|---|
| Curtis & Associates, Inc.                           | Waukesha County   |
| Forward Service Corporation                         | Forest County<br>Kewaunee County<br>Oneida County<br>Vilas County |
| Kaiser Group, Inc.                                  | Walworth County   |
| Shawano County Job Center<br>Incorporated           | Shawano County  |
| Western Wisconsin Private<br>Industry Council, Inc. | Juneau County   |

Appendix 14

**Returning Participants by W-2 Agency**  
July 1998 and July 2000

| <u>W-2 Contractor</u>            | <u>July 1998</u> | <u>July 2000</u> | <u>Percentage Change</u> |
|----------------------------------|------------------|------------------|--------------------------|
| <b>Counties</b>                  |                  |                  |                          |
| Adams                            | 1                | 1                | 0.0%                     |
| Ashland                          | 0                | 0                | --                       |
| Barron                           | 1                | 4                | 300.0                    |
| Bayfield                         | 0                | 1                | --                       |
| Brown                            | 4                | 3                | (25.0)                   |
| Buffalo                          | 2                | 4                | 100.0                    |
| Burnett                          | 1                | 0                | (100.0)                  |
| Calumet                          | 2                | 4                | 100.0                    |
| Chippewa                         | 4                | 2                | (50.0)                   |
| Clark                            | 0                | 0                | --                       |
| Columbia                         | 1                | 7                | 600.0                    |
| Crawford                         | 0                | 0                | --                       |
| Dane                             | 36               | 156              | 333.3                    |
| Dodge                            | 7                | 7                | 0.0                      |
| Door                             | 0                | 5                | 0.0                      |
| Douglas                          | 4                | 13               | 225.0                    |
| Dunn                             | 2                | 11               | 450.0                    |
| Eau Claire                       | 7                | 7                | 0.0                      |
| Fond du Lac                      | 8                | 8                | 0.0                      |
| Grant—SW Consortium <sup>1</sup> | 1                | 5                | 400.0                    |
| Green Lake                       | 0                | 2                | --                       |
| Iron                             | 0                | 2                | --                       |
| Jackson                          | 0                | 0                | --                       |
| Jefferson                        | 1                | 1                | 0.0                      |
| Kenosha                          | 15               | 101              | 573.3                    |
| La Crosse                        | 11               | 6                | (45.5)                   |
| Langlade                         | 0                | 3                | --                       |
| Lincoln                          | 1                | 1                | 0.0                      |
| Manitowoc                        | 0                | 1                | --                       |
| Marathon                         | 10               | 8                | (20.0)                   |
| Marinette                        | 0                | 0                | --                       |
| Marquette                        | 1                | 1                | 0.0                      |
| Menominee                        | 7                | 6                | (14.3)                   |
| Oconto                           | 0                | 1                | --                       |
| Outagamie                        | 8                | 17               | 112.5                    |
| Ozaukee                          | 0                | 1                | --                       |
| Pepin                            | 0                | 0                | --                       |
| Pierce                           | 0                | 1                | --                       |
| Polk                             | 3                | 3                | 0.0                      |

| <u>W-2 Contractor</u>                                 | <u>July 1998</u> | <u>July 2000</u> | <u>Percentage Change</u> |
|---|------------------|------------------|--------------------------|
| Portage   | 2                | 1                | (50.0)                   |
| Price   | 5                | 3                | (40.0%)                  |
| Racine  | 25               | 37               | 48.0                     |
| Rock  | 8                | 37               | 362.5                    |
| Rusk  | 1                | 1                | 0.0                      |
| St. Croix   | 0                | 4                | --                       |
| Sauk  | 0                | 5                | --                       |
| Sawyer  | 1                | 4                | 300.0                    |
| Sheboygan   | 2                | 3                | 50.0                     |
| Taylor  | 2                | 0                | (100.0)                  |
| Trempealeau   | 0                | 0                | --                       |
| Vernon  | 0                | 1                | --                       |
| Washburn  | 0                | 1                | --                       |
| Washington  | 1                | 4                | 300.0                    |
| Waupaca   | 0                | 6                | --                       |
| Waushara  | 0                | 0                | --                       |
| Winnebago   | 13               | 25               | 92.3                     |
| Wood  | <u>5</u>         | <u>14</u>        | 180.0                    |
| Subtotal  | 203              | 539              | 165.5%                   |
| <b>Tribes</b>   |                  |                  |                          |
| Bad River Band  | 2                | 4                | 100.0%                   |
| Lac du Flambeau Band <sup>2</sup>                     | 2                | --               | --                       |
| Oneida Nation   | <u>6</u>         | <u>5</u>         | (16.7)                   |
| Subtotal  | 10               | 9                | (10.0%)                  |
| <b>Milwaukee County<sup>3</sup></b>                   | 361              | 3,501            | 869.8%                   |
| <b>Private Agencies in Other Counties<sup>4</sup></b> |                  |                  |                          |
| FOV—Fwd. Serv.  | 2                | 4                | 100.0%                   |
| Juneau—W. WI PIC                                      | 4                | 10               | 150.0                    |
| Kewaunee—Fwd. Serv.                                   | 0                | 0                | --                       |
| Shawano—Job Center                                    | 6                | 3                | (50.0)                   |
| Walworth—Kaiser                                       | 3                | 8                | 166.7                    |
| Waukesha—Curtis                                       | <u>8</u>         | <u>24</u>        | 200.0                    |
| Subtotal  | 23               | 49               | 113.0%                   |
| <b>Other<sup>5</sup></b>                              |                  |                  |                          |
| Florence—Fwd. Serv.                                   | 0                | 2                | --                       |
| Monroe—Wkfce. Conn.                                   | <u>2</u>         | <u>8</u>         | 300.0%                   |
| Subtotal  | <u>2</u>         | <u>10</u>        | 400.0%                   |
| Total   | 599              | 4,108            | 585.8                    |

- <sup>1</sup> The Southwest Consortium consists of Grant, Green, Iowa, Lafayette, and Richland counties.
- <sup>2</sup> The Lac du Flambeau Band of Chippewa was a W-2 agency through December 1999 but is not a W-2 agency under the current contract.
- <sup>3</sup> Data on returning participants are not available for the private W-2 agencies contracted to serve Milwaukee County, but they are available for Milwaukee County in aggregate.
- <sup>4</sup> Eight counties other than Milwaukee have been served by these five private agencies. The name of one of the agencies changed from the first to the second implementation period.

|  |   |
|--|---|
| Curtis & Associates, Inc.                        | Waukesha County   |
| Forward Service Corporation                      | Kewaunee County<br>Forest, Oneida, and Vilas (FOV) counties were served separately under the initial implementation contract and as a consortium under the current contract |
| Kaiser Group, Inc.                               | Walworth County   |
| Shawano County Job Center Incorporated           | Shawano County  |
| Western Wisconsin Private Industry Council, Inc. | Juneau County<br>(initial implementation contract)  |
| Workforce Connections, Inc.                      | Juneau County<br>(current implementation contract)  |

- <sup>5</sup> Programs in these counties were administered by county agencies in July 1998 but by the following private agencies in July 2000:

|                             |                 |
|-----------------------------|-----------------|
| Forward Service Corporation | Florence County |
| Workforce Connections, Inc. | Monroe County   |

**Scott McCallum**  
Governor

**Jennifer Reinert**  
Secretary



**State of Wisconsin**

**Department of Workforce Development**

**OFFICE OF THE SECRETARY**  
201 East Washington Avenue  
P.O. Box 7946  
Madison, WI 53707-7946  
Telephone: (608) 266-7552  
Fax: (608) 266-1784  
<http://www.dwd.state.wi.us/>  
e-mail: [DWDSEC@dwd.state.wi.us](mailto:DWDSEC@dwd.state.wi.us)

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March 30, 2001

Janice Mueller  
State Auditor  
Legislative Audit Bureau  
22 E. Mifflin Street, Suite 500  
Madison, WI 53703

Dear Ms. Mueller:

Thank you for the opportunity to review and respond to the Legislative Audit Bureau's evaluation of the Wisconsin Works (W-2) program. The Department of Workforce Development appreciates the significant amount of effort invested by the Audit Bureau in completing this report, as well as five other related reports, regarding W-2. The resulting information has been, and will continue to be, of use to the Department in its efforts to ensure continuous improvement in our programs.

The report addresses several aspects of W-2, which is a complex program, making it difficult to comment on the many observations included. I would, however, like to offer the following observations about its key findings. The information is intended to provide additional background regarding W-2 as it exists today, recognizing that the program has evolved, and will continue to evolve, as we gain experience with this pioneering effort.

### **Indicators of Program Effectiveness**

The report discusses W-2's success in light of two benchmarks: the extent to which participants have achieved economic self-sufficiency and the extent to which former participants return to the program. What should not be overlooked in considering the observations included in the report is the fact that W-2 was designed as, and continues to be, a stepping stone into the workforce for families with barriers to full employment. W-2, by itself, may not lead to self-sufficiency. W-2 is, however, designed to assist families in their efforts to take the first step toward self-sufficiency by engaging families in the world of work.

Information included in the Audit Bureau's report bears out the success that has been achieved to date. According to the Audit Bureau, the average annual income, including state and federal earned income tax credits, of its sample of former W-2 participants was \$14,308 in 1999. In comparison, a family of three receiving Aid to Families with Dependent Children (AFDC) would have received \$6,204, while the annual cash grant amount under W-2 would have been at least \$7,536. Clearly, this is progress.

In addition, a large portion of these families has the benefit of the necessary in-work supports to promote further efforts to achieve self-sufficiency. The report discounts the value of these in-work supports to former participants, as well as other low-income families, but they are critical to supporting the transition into the world of work. Currently, 40,000 families with children receive food stamps, almost 340,000 families receive Medical Assistance, and 22,500 families, with approximately 40,000 children, receive child care assistance.

Are families that rely on these in-work supports self-sufficient? No. Are they on their way to achieving self-sufficiency? Yes.

The fact that participants return to W-2 reflects a basic underlying philosophy of W-2 rather than a failure of the program or of the program's participants. This philosophy is that it is more desirable to go out and gain work experience, whether the job is temporary or expected to be permanent, than to not work at all. The system is designed to support an individual as he or she progresses on the road to self-sufficiency and is available on an "as needed basis." Thus, W-2 agencies encourage their participants to return for more help if the job doesn't work out or if additional assistance is needed. The fact that participants do return indicates the establishment of a strong system of supports upon which families can rely when they need assistance in their efforts to achieve self-sufficiency.

In considering the program's effectiveness, I believe we need to keep in mind that after only three and one-half years since W-2's statewide implementation, Wisconsin has made significant strides toward eradicating the legacy of AFDC and in assisting families in their efforts to achieve economic self-sufficiency. We recognize, however, that while the initial connection to the workforce breaks the cycle of dependence on cash assistance, it does not accomplish full sufficiency. This is a laudable goal and is the continuing focus of the program.

### **Program Expenditures**

The report provides a significant amount of information about program expenditures. I would like to make several observations about the information provided, including some of the historical information.

First, while accurate, the information about the "profits" generated under the first implementation contract does not recognize that, unlike most public sector contracts, the contracts with the W-2 agencies required the agencies to assume a substantial risk. Rather than being reimbursed simply because they spent money, the contracts required agencies to provide services to all eligible persons within the sum-certain funds provided. The W-2 agencies were expected to perform within established budget limits and the measure of performance under the contracts was moving people from welfare to work. Given the uncharted territory into which these agencies, public and private, were entering, the contracts were structured as reasonably as could be expected.

However, with additional experience and as noted in the report, the Department moved away from the structure of the initial contract toward a more sophisticated model of assessing performance. This model is reflected in the 2000-2001 contracts, which include performance requirements each W-2 agency must meet. Performance bonuses will only be awarded based on achievement of these benchmarks, none of which are directly tied to caseload reductions.

Second, it should be noted that the decrease in the cash benefit caseload has led to substantial benefits for the state as well as for localities. The decline in the cash caseload has meant that funds are available to support expanded services for low-income families as well as other services. At the state level, these funds have been invested in a variety of activities, including community youth grants, the Early Childhood Excellence Initiative, literacy programs, services for domestic violence victims, and nutritional programs.

Local investments have also been made as a result of the first contract's structure. Several examples of these are included in the report, some of which reflect investments in other than direct services and include offsetting county tax levies and enhancing computer networks. Clearly, the funding that was made available as a result of the reduction in cash caseloads has been of benefit to the taxpayers throughout the state and should not be considered money ill spent.

Third, because there has been some confusion on this topic, it is important to note the Audit Bureau's finding that administrative costs have been less than 10 percent during the life of the program. This level of expenditures is significantly less than the 15 percent cap established by federal law.

Finally, in discussing program expenditures, the report references the Audit Bureau's previous findings regarding unallowable and questioned costs in the context of the right of first selection. The Department plans to implement the Audit Bureau's recommendation in this area, which supports the actions we have taken to date to establish additional standards regarding eligibility for the right of first selection.

### **Sanctioning Participant Benefits**

The report identifies limited situations in which participants may have been inappropriately sanctioned and thus suffered a loss of benefits under the program. Although the Department has provided the W-2 agencies with guidance regarding the sanction process, we are concerned about the audit's findings. While the audit indicates we have already taken steps to address the issue, I would like to outline further the steps taken to address this situation.

First, we are examining all sanctions applied to W-2 participants since W-2 started and are highlighting cases where the sanction appears to be questionable. We will give to the appropriate W-2 agency a list of all questionable sanctions and require that each agency investigate the sanction to determine its appropriateness, reimburse the family if the sanction was not legitimate, and provide the Department with information about the final resolution.

Second, we have established a workgroup that is taking a comprehensive look at how sanctions are processed to determine what modifications to our automated processes may be necessary to ensure that inappropriate sanctions are not made in the future.

Third, we are developing a clarifying policy on the use of sanctions and plan to reinforce the proper sanction policy with all W-2 agencies immediately.

Finally, as recommended, we will report to the Joint Legislative Audit Committee by September 1, 2001, regarding the results of our review, how participants who had been inappropriately sanctioned were compensated, the procedures established to prevent inappropriate sanctions in the future, and plans for ongoing monitoring of the situation.

In addition, although not related to the report's findings about sanctions, we will be implementing the recommendations included in the report regarding trial job participants.

## **Performance Standards**

As noted in the discussion regarding program expenditures, the Department's development of performance standards under the W-2 contract has been evolutionary. At the time the program was implemented, there was very little indication as to what to expect in terms of how the program would unfold. With additional experience, we developed a series of measurements designed to evaluate program outcomes. These measurements are included in the current contract.

We are also continuing to modify the agency performance standards, as discussed in the report. The Department's proposed performance standards for the 2002-2003 contract period were subject to public review and comment over the past several weeks, with the public comment period closing on Friday, March 23, 2001. The proposed performance standards build on those that currently exist and add additional components, including components related to customer satisfaction, case management, and agency accountability. As with the development of the standards in the current contract, the proposed standards reflect the state's increased experience with the program, as well as enhanced use of available data.

We will be reviewing each of the public comments received regarding the performance standards and making modifications as appropriate, based on these comments. Therefore, we will be able to report to the Joint Legislative Audit Committee by May 31, 2001, regarding future performance standards, as recommended in the audit.

## **Contract Oversight**

The report outlines several concerns regarding program oversight, particularly in Milwaukee County. As I have stated before in response to previous audits, the Department has invested a significant amount of effort in this area over the past year. While programmatic oversight has been ongoing, I would like to take this opportunity to again reiterate the steps we have taken in the area of financial oversight. These steps include:

- conducting a comprehensive review of all financial policies and procedures for W-2 agencies to ensure expectations of prudent fiscal management are clearly outlined;
- hosting fiscal roundtables across the state to ensure all W-2 agencies know what expenditures are appropriate and to clarify expectations;
- developing additional requirements for certain expenditures that would need prior approval by the department; and
- updating audit guidelines to include specific requirements on sample size and scope, with expanded sampling required when unallowable costs are identified.

We have also been working aggressively with Private Industry Council of Milwaukee County to ensure the appropriate level of oversight is being provided in the Milwaukee area, in conjunction with the efforts of our Milwaukee Regional Office staff.

## **Future Considerations**

In considering the future, the Department does not believe that the success of the program in moving families from welfare to work means our work is finished. We believe the efforts of the

program must now turn toward ensuring that once the connection to work is made, that the connection is sustained and that advancement is accomplished. At the same time, however, the core of W-2 must be maintained and efforts must be made to ensure those with multiple barriers are served.

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The report discusses each of these, as well as other, issues. The Department welcomes the discussion included in the report, as we have been grappling with these same issues in our own consideration of W-2's future. As part of our efforts, the Department commissioned a series of White Papers, designed to develop a framework through which some of the questions most relevant to our continuing success could be addressed. The topics of these White Papers include the changing nature of the caseload, supporting job retention and advancement, addressing the needs of the hardest to serve, integrating non-custodial parents into the family, and breaking the cycle of dependency.

Based on our efforts to date, the Department had adopted a three-pronged approach to the future of W-2.

First, we are focusing on retention and advancement. To a great extent, these efforts look beyond W-2 to other programs housed within the Department. These programs include:

- Workforce Attachment and Advancement (WAA) - WAA is a Wisconsin-specific program funded with TANF funds. WAA provides funding to W-2 agencies and Workforce Development Boards (WDBs) to develop innovative employment retention and advancement strategies for the TANF eligible population. The primary objective of the program is to promote upward mobility through training that prepares persons for higher-paying employment. WAA participants are not required to have received cash assistance under W-2; eligibility is based on income.
- Welfare to Work (WtW) - WtW uses TANF funds, funneled through the U.S. Department of Labor to local WDBs and providers, to provide job placement, training, and post-employment services to long-term TANF recipients and non-custodial parents of children receiving TANF assistance.
- Workforce Investment Act - Title I (WIA) - WIA funding is administered by Wisconsin's 11 WDBs. The full array of employment, training, and education-related training programs are to be coordinated through a unified planning process, with services provided at the local level through a one-stop delivery system.

Our efforts to integrate these programs along with W-2 into a seamless delivery system designed to meet the needs of all workers, including low-income, led to the merger of the former Divisions of Economic Support and Workforce Excellence into the Division of Workforce Solutions. We believe that low-income workers need a workforce solution, not a welfare solution, when they encounter difficulties in their efforts to achieve self-sufficiency.

Second, we believe that workforce connections and reconnections must continue to be made through W-2. W-2 should continue to be the "door" through which a person becomes a member of the world of work. This does not, however, mean that consideration cannot be given to issues related to service delivery, many of which are outlined in the report. It does mean that W-2 should continue to be the stepping stone into the workforce for families with barriers to full employment.

Third, we are focusing on addressing the needs of the hardest to serve and those with more difficult barriers to entering the workforce. In particular, we have invested a significant amount of time and effort, in conjunction with the W-2 Contract and Implementation Committee, designing policies and procedures regarding those who are approaching the 60-month time limit. In large part, our efforts have built off of our experience in working with participants who have approached their 24-month time limits.

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Our overall goal in this area is to recognize that some people do have more barriers to overcome than others do and that more intensive case services will be needed for these purposes. We will not, however, sell any family short by "setting them aside." We will require continued aggressive case management on the part of the W-2 agencies.

The report specifically addresses three areas of concern in this area: assessing barriers to employment, addressing the needs of participants nearing eligibility limits, and considering future program modifications. Given our own interest in the topics addressed, we will implement the recommendations included in this section of the report regarding the assessment of barriers and report to the Joint Legislative Audit Committee by September 1, 2001, regarding issues relating to the 60-month time limit.

Overall, we agree with the Audit Bureau that W-2 is at an important crossroads in its development. While this crossroads provides us with an opportunity to reflect on our accomplishments, it also requires us to consider the challenges we must face in the future. The information included in the report provides a basis from which we can work together to further promote the goals of the program. We look forward to working with the Legislature and other interested parties to continue the evolution of the program and build on the success that has been achieved thus far.

Again, thank you for the opportunity to respond to the audit as well as for the professionalism of your staff throughout the audit process.

Sincerely,

Jennifer Reinert  
Secretary