

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



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MEMORANDUM TO WIRED REGIONS

FROM: EMILY STOVER DeROCCO *Emily*

SUBJECT: WIRED Performance Reporting – Implementing Your Regional
Accountability Framework (Generation I and II Grantees)

I commend you for the remarkable work you are doing in your WIRED regional economy. Since the beginning of our partnership we have supported your considerable progress in pursuing innovative practices and a regional talent development infrastructure that will meet the demands of your high growth industries and grow your regional economy. In fact, we are now entering the stage where the fruits of your transformations are coming into clearer focus.

As you move forward into the next phases of your implementation plans, I want to ensure that you are beginning to systematically capture and report your results and outcomes, both the qualitative outcomes as reported in the quarterly progress reports, and also information that will help demonstrate your achievements and the value of regional strategies and the WIRED framework to our stakeholders, including Congress and the American public.

As discussed during each of our WIRED Academies and individually with your Employment and Training Administration (ETA) leads, we will utilize a WIRED Accountability Framework that includes reporting outcomes against a set of common performance measures. The value of these measures, implemented by federally-funded employment and training programs with similar goals, is the ability to describe the core purposes of federal workforce investments: how many people found jobs; how long did they stay employed; and what were their earnings. We believe outcomes under the common performance measures indicate the ultimate success of the regional talent development strategies.

In consultation with a focus group of state workforce system specialists and WIRED leads, we developed a method for reporting outcomes of individuals served under a WIRED grant using the existing state WIA performance reporting system (See Attachment I). Under this reporting strategy, your WIRED region will work closely with your state and local workforce investment system partners. This strategy is consistent with a broader goal of WIRED-- the systematic transformation of the

workforce investment system, and reinforces the message to the rest of the workforce investment system throughout the country that WIRED is not just another initiative or grant program, but rather a force that is transforming the way the workforce investment system does business.

Additionally, we expect that each region collects and reports information on those metrics that were submitted as part of your Year One implementation plans. I encourage your region to review the list of *Suggested Metrics* (found in the chart at the end of Attachment I) and in your upcoming progress reports, include results on the metrics that apply to your region. For Gen I regions, there will be additional discussion of these metrics during ETA's Year One benchmarking visits which will take place with your ETA regional lead during May and June of this year. Based on these and other discussions with your regional lead and your joint decisions on the quality and quantity of your metrics, each region (Gen I and II) will submit a revised and final chart of metrics by June 30, 2007, and this chart will be incorporated as part of your grant award through a modification. To assist you in this process, we suggest using the formatted chart as contained at the end of Attachment I to list your metrics. This formatted chart may then be used when you submit your progress report's addendum of metrics and results. As a final note on this subject, in the spirit of cross-regional information sharing, I have included for your reference the Year One draft metrics submitted by Gen I regions (See Attachment II - Compendium of Preliminary Gen I Metrics). Some combination of your region's originally proposed list of metrics and ETA's list of *Suggested Metrics* will serve as the basis for your revised and final charts.

I look forward to the compilation of outcomes and success stories in the coming months as we demonstrate the critical importance of WIRED and its impact in transforming regional economies.

We look forward to our Year One benchmarking visits as well as seeing you at the Workforce Innovations Conference in July. At the conference, we will offer a special technical assistance session on reporting WIRED outcomes. If you have questions, please contact your ETA lead.

Outline of the WIRED Accountability Framework

Common Measures	Region Specific Metrics	Evaluation
Required	Addendum to the Quarterly Progress Report	Collaboration with Evaluation Team and the WIRED region
Tracked by: WIRED region in collaboration with local and state workforce investment system Performance Measures include: <ul style="list-style-type: none"> • Entered Employment • Employment Retention • Average Earnings 	Tracked by: WIRED Region	Tracked by: Evaluation Team
See Attachment I Common Performance Measure Outcomes Reporting in WIRED Regional Economies	See Suggested Metrics found at the end of Attachment I; and Attachment II Compendium of Preliminary GEN I Metrics – for reference only	

Attachments

Common Performance Measure Outcomes Reporting in WIRED Regional Economies

Objective:

The objective of this paper is to propose a method for collecting common performance measure outcomes on WIRED participants from the WIRED Generation I, II, and III regions. This information is a key component of the overall WIRED Accountability Framework. ETA is proposing an approach that calls for WIRED regions to forge strong partnerships with their state and local workforce investment system partners. This will allow for the leveraging of the existing workforce investment system infrastructure and reporting mechanisms that are in place for the Workforce Investment Act (WIA) programs in order to accommodate WIRED participant reporting in the state Workforce Investment Act Standardized Record Data (WIASRD) submissions.

Background:

The goal of WIRED is to demonstrate that talent development can drive regional economic competitiveness and new opportunities for American workers. The initiative also seeks to transform the workforce investment system to operate within this new context. The Employment and Training Administration (ETA) believes that the outcomes of finding a job, staying employed, and increasing earnings are among the indicators that will help assess the degree to which talent is being developed regionally. As such, documenting common performance measure outcomes is a key component of ETA's assessment of the success of the individual WIRED regions and the overall initiative.

To fully understand the relationship between the common performance measure outcomes and the WIRED initiative, it is important to understand the high-level milestones that occur in a region that is implementing a strategy based on the WIRED principles:

- Implementation of the WIRED framework will lead to systemic transformation in the workforce investment system and talent development institutions
- The WIRED activity in a region will increase:
 - regional capacity to train workers in high-growth, high-wage industries
 - regional investments (financial, social, institutional)

- entrepreneurial energy
- productivity (technology, work reorganization, quality human capital)

☛ This transformation will result in new advancement opportunities for participants who are trained under WIRED and the broader workforce investment system's programs and contribute to the vitality of the region's economy and associated competitiveness

It is in this final phase that the result of all the WIRED efforts is seen – appropriately educated and skilled individuals available to fill and attract additional high-growth and high-wage jobs to the region. This is why the reporting of the common performance measure outcomes listed below is so crucial to the overall approach of determining the success of the WIRED grants and the WIRED initiative as a whole.

Common Measures for Adult Programs
Required for All WIRED Regions
<ul style="list-style-type: none"> • Entered Employment • Employment Retention • Average Earnings

Common Performance Measures and the WIRED Accountability Framework:

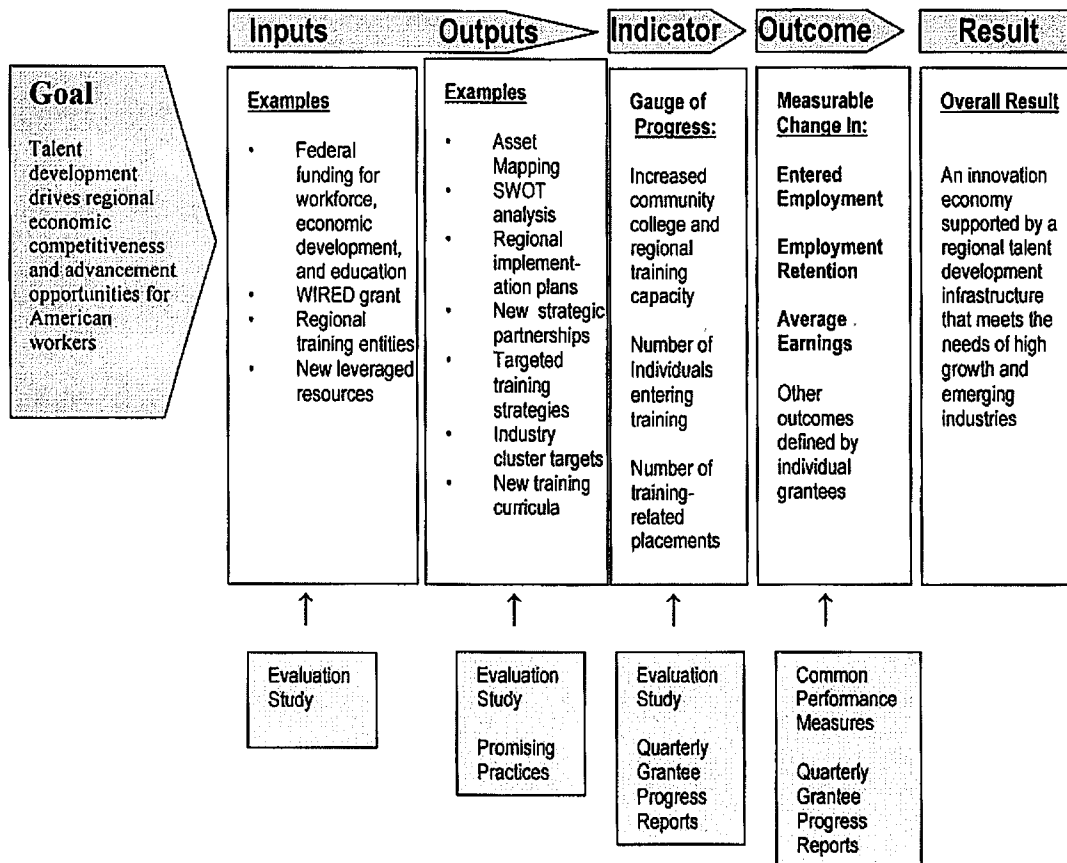
When speaking about regional transformation, the information obtained through these common performance measure outcomes provides a sound understanding of the talent development successes of the WIRED grants. Furthermore, the results are accessible to a public audience and are of key interest to stakeholders, including Congress and the Office of Management and Budget (OMB).

At the same time, while the common performance measure outcomes are a crucial part of determining the effectiveness of the WIRED initiative and its associated strategies, it is important to realize that they are only part of the overall WIRED Accountability Framework.

The Department of Labor fully realizes that additional information about partnership building, capacity building, economic development, innovation process improvements and newly leveraged funds, among other information, is needed to tell a more complete story about each WIRED region's achievements. Consequently, supplementing the story told by the common performance measure outcomes with other important metrics defined and adopted by each

individual region will provide the proper scope of activities, deliverables, and outcomes taking place in each area to tell this more complete story. In fact, in many regions, the tracking of these additional metrics will be perhaps even more important in conveying how regional transformation has occurred. Therefore, in the case of WIRED, the common performance measure outcomes will actually serve as the *ending point* or *conclusion* to the “WIRED success story” rather than the *starting point*.

In recognition of this reality of converging points of achievement, ETA has developed an overall WIRED Accountability Framework, which in addition to the common performance measures, includes the quarterly progress reports and metrics tracking template submitted by each region, the evaluation study being conducted by Berkley Policy Associates and the University of California, San Diego team and the promising practices being collected by the Council on Competitiveness. The following diagram demonstrates some of the “interim successes” that are part of the “WIRED story” and how additional information on them will be captured through the various components of the overall WIRED Accountability Framework:



Now that the role of the common performance measure outcomes in the overall WIRED Accountability Framework is clear, the remainder of this paper focuses on the approach for obtaining common performance measure outcomes from the WIRED regions.

Input on the Approach for Obtaining Common Performance Measures Outcomes:

The suggested approach for obtaining common performance measure outcomes was developed after seeking input from those who would be affected and responsible for collecting and reporting this information to ETA. In November 2006, a small group of WIRED state and regional representatives was convened to discuss potential options for capturing common performance measure outcome information on WIRED participants. The discussion at that time focused on using the proposed Workforce Investment Streamlined Performance Reporting (WISPR) system to capture this information. While there were some concerns about how to get the data to the workforce investment system, the participants all generally agreed the workforce investment system is best positioned to help capture employment outcomes associated with WIRED, as it is already doing so for the larger workforce investment system. Additional consultation was conducted in March 2007 with additional WIRED regional representatives and their state workforce partners after it became clear that the WISPR system rollout would require additional time. Hence these more recent conversations with the WIRED regional representatives and their state workforce partners focused on leveraging the existing workforce investment reporting systems to capture the necessary data. The conversations about this approach, which is discussed in detail below, were also positive and a few state and regional teams have even offered to lend their expertise in this arena to ETA and the other state and regional teams as part of the rollout.

Approach for Obtaining Common Performance Measure Outcomes:

To enable the collection of common performance measure employment outcomes for WIRED regions, ETA is proposing an approach that calls for WIRED regions to forge strong partnerships with their state and local workforce investment system partners. This will allow for the leveraging of the existing workforce investment system infrastructure and reporting mechanisms that are in place for the Workforce Investment Act (WIA) programs in order to accommodate WIRED participant reporting in their Workforce Investment Act Standardized Record Data (WIASRD) submissions.

The value of the WIASRD is the information reported on each individual exiting--the demographics, services, and outcomes achieved of each individual exiting from WIA title 1B programs, including the National Emergency Grants. The proposed approach would capture similar information on WIRED participants in one of two ways, depending on the services received: 1) WIRED participants co-enrolled in WIA, and 2) WIRED participants receiving only "WIRED-funded" services.

Co-enrolled WIRED participants

In some instances, it is anticipated that individuals may be receiving WIA services in addition to "WIRED-funded" services. During our consultation calls, several regional and state performance specialists have noted their preference to utilize a co-enrollment strategy. In these situations, these individuals would already be in the traditional WIASRD file as a result of receiving WIA services. The only difference for these individuals' records would be that a *to-be-determined* ETA-assigned code would be inserted into data element 313c in their record. The existing 313c data element (3rd NEG Project ID) is seldom used under normal circumstances and would be used to capture their "WIRED participation" along with the other services they received under WIA. In this manner, the individual's outcomes would be linked to both WIA and WIRED.

"WIRED-only" participants

In situations where WIRED participants only receive services that are "WIRED-funded" because they do not meet the eligibility criteria for the WIA programs, an individual record still would be submitted, although the state would be instructed to not complete the data elements listed below. ETA would not require the completion of these elements, to address concerns expressed by some grantees for these "WIRED-only" participants. This approach aligns with the waiver approved for Florida, for reporting outcomes of incumbent workers. The data elements are:

- 117 - Single Parent
- 118 - Eligibility for Unemployment Insurance
- 119 - Low Income
- 120 - Temporary Assistance for Needy Families (TANF)
- 121 - Other public assistance
- 125 - Homeless Individual
- 126 - Offender

This approach should eliminate some of the sensitive elements that service providers outside of ETA's traditional network have expressed reluctance to capture.

Beyond this, the only difference between these records and a co-enrolled WIRED participant's record is that a "2" would be inserted in data elements 304 and 305 to indicate that "no service was received" under the WIA Adult or Dislocated Worker programs. As with the co-enrolled WIRED participants, the same *to-be-determined* ETA-assigned code would be inserted into the 3rd NEG Project ID element to capture their "WIRED participation."

ETA **does not** receive Social Security Numbers (SSN) in WIASRD submissions; however, it should be noted that a SSN will have to be requested from the participant. The local or state workforce agency will need the SSN to enable access to wage records for that individual to complete the WIASRD and enable the calculation of the common performance measure outcomes.

States would then compile their co-enrolled WIRED participant and "WIRED-only" individual records and submit them to ETA as part of their regular WIASRD submission.

Once the WIASRD submissions are received, ETA would search on the 3rd NEG Project ID element and cull out those that were identified as WIRED participants in the submissions to determine the common performance measure outcomes for the WIRED participants.

Rationale for the Proposed Approach:

ETA discussed the merits of developing a separate WIRED reporting system, but decided against doing so, as it would: 1) create additional burden on the WIRED grantees; and, 2) signal that WIRED achievements are separate from those of the existing workforce investment system. By using the existing performance reporting mechanisms for the workforce investment system, ETA hopes to send a clear message that it expects to see measurable transformation in the regional workforce investment system as a result of WIRED and, ultimately, improved performance outcomes in the long-run. Use of the existing reporting system is also consistent with the broader goal of WIRED, the systematic transformation of the workforce investment system, and reinforces the message to the rest of the workforce investment system throughout the country that WIRED is not just another initiative or grant program, but rather a force that is transforming the way the workforce investment system should operate.

Additionally, in our consultation calls, it was pointed out that one of the strengths of the WIASRD information is that it allows for a much richer analysis of the outcomes including breakouts based on region, demographics, type of occupational skills training, etc. We view this as valuable information to interested internal and external stakeholders.

The proposed approach has benefits to all the parties involved in WIRED:

WIRED Regions:

- The WIRED regional leadership will not have to implement a new reporting system to report common performance measure outcomes for their grant resources.
- It provides the region's leadership another opportunity to engage the workforce investment system in their WIRED strategy if it is not fully engaged as of yet.
- The collaboration needed to report on common performance measure outcomes is indicative of the type of collaboration that needs to occur in the WIRED regions if their approach and initiative are to be successful and sustainable.

Workforce Investment System in the WIRED Regions:

- Providing this "service" is a value-added role that the workforce investment system can bring to the table in its participation in a region's WIRED activities.
- Individuals trained in high-demand occupations identified by a region's WIRED initiative will have a higher likelihood of a positive outcome, thus capturing employment outcomes of WIRED participants will likely contribute to improved outcomes for the local area, especially in those situations when a person is co-enrolled in WIA and positive outcomes can count towards both WIRED *and* the overall workforce investment system's results.

ETA:

- Common performance measure outcomes for the regional economic areas participating in WIRED will be able to be provided to Congress and other stakeholders as part of the discussion of the value of the WIRED approach. It will also enable ETA to determine whether the workforce investment system is collaborating with and adopting the

strategies of the regional WIRED initiatives by increasing training in high-skill, high-wage opportunities in the target industries.

Guidance to the WIRED Regions and the States:

More detailed guidance will be provided to the WIRED regions and the states on exactly how to report this information (what code should be inserted in the record, etc.) A technical assistance session will be held in conjunction with Workforce Innovations to help ensure the information is properly understood and to answer any questions.

Successful implementation of this approach will be dependent upon the WIRED region and its state and local workforce system partners developing a strong partnership and process that works for the region, depending on the unique capabilities, circumstances and data collection systems that exist in the affected state and local areas. Items such as the following will need to be discussed and decided upon by the WIRED region and their state and local workforce system partners:

- What is the appropriate definition of a “WIRED participant” in my region?
 - Due to the diversity of activities occurring in the different WIRED regions, it is difficult to standardize the definition of a “WIRED participant.” While individuals who are receiving Individual Training Accounts or training paid for by WIRED grant resources are obviously “WIRED participants,” there may be others that should be included, such as community college students receiving education via curriculum developed through WIRED funds; participants receiving entrepreneurial training identified through the WIRED activities, etc.
 - Should the region capture youth participant outcomes?
- Identifying the region-specific process of submitting data to create the WIASRD records for both co-enrolled and “WIRED-only” participants.
 - Should the necessary information be provided to the state or a local workforce investment area?
 - Is a web-based data collection system available where this information can be entered directly, or does it have to be submitted via other means (i.e., spreadsheet from the WIRED region program operator; requiring the participant to enter the information in a self-service web-based interface, or reporting to a One-Stop; etc.)?

- Which entity will be responsible for gathering the individual's information (i.e., the WIRED grantee, its vendors and subcontractors, the individual themselves, etc.)?
- Will special training be required to address the data collection processes and roles and responsibilities that are specific to the region?
- What is the process for determining whether or not a participant requires/is eligible for WIA services and should be co-enrolled?

**WORKFORCE INNOVATION FOR REGIONAL ECONOMIC DEVELOPMENT GRANT
SUGGESTED METRICS: PROGRESS REPORT ADDENDUM**

GRANTEE IDENTIFYING INFORMATION				
1. Grantee Name:			2. Grant Number:	
3. Program/Project Name:				
4. Grantee Address:			5. Report Quarter End Date:	
City _____ State _____			6. Report Due Date:	
GRANTEE RESULTS				
Progress Report Performance Categories and Measures	Year 3 Target	Previous Quarter	Current Quarter	Cumulative Grant-to-Date
Category 1: Education/Training	Suggested Metrics for Quarterly Reporting			
1 Number Began Workforce Education/Training Using WIRED Funds by Industry				
a. Industry A				
b. Industry B				
c. Industry C				
2 Number Completing Workforce Education/Training Using WIRED Funds by Industry				
a. Industry A				
b. Industry B				
c. Industry C				
3 Number Attained Degree, Certificate, or Industry Certified Credential as a Result of Workforce Education/Training Using WIRED Funds by Industry				
a. Industry A				
b. Industry B				
c. Industry C				
4 Number of Individuals Participating and/or Completing Workforce Education/Training Using WIRED Funds Placed in Target Industry Employment				
5 Total Investment in Incumbent Worker Training				
Others as Identified by Region (insert cells as needed)				
Category 2: Capacity Building	Suggested Metrics for Quarterly Reporting			
6 Number of Educators Prepared for Instruction in Identified Industries and Projected Number of Additional Students That Will Be Trained Annually as a Result				
7 New Curriculum Developed and Projected Number of Additional Students That Will Be Trained Annually as a Result				
8 Work-Based Strategies Developed/Implemented (clinical experiences, internships, etc.) and Projected Number of Additional Students That Will Be Trained Annually as a Result				
9 Career Guidance Strategies Developed/Implemented				
10 Instructional Equipment Purchased with WIRED Funds and Projected Number of Additional Students That Will Be Trained Annually as a Result				
Other Capacity Building Activities as Identified by the Region and Projected Number of Additional Students That Will Be Trained Annually as a Result (insert cells as needed)				

Category 3: Economic Indicators	Suggested Metrics To Be Tracked Annually				
11	Number of new jobs created by occupation/industry				
a.	Occupation/Industry A				
b.	Occupation/Industry B				
c.	Occupation/Industry C				
12	Average Wage				
13	Unemployment Rate				
14	Performance Improvement on Common Measures by Workforce Investment System Region Wide				
a.	Entered Employment Rate (common measure)				
b.	Employment Retention Rate (common measure)				
c.	Average Earnings (common measure)				
15	High School Dropout Rate				
16	Retention Rates in All Public Education Institutions				
17	Number of Completers (Receive Degree or Certificate) in all Public Education Institutions by Industry				
a.	Industry A				
b.	Industry B				
c.	Industry C				
18	Academic Achievement in K-12 Based on No Child Left Behind Test Scores				
19	Number of New Business Startups or Expansions				
20	New Seed and Venture Capital Investments				
21	Government Investments				
22	Patents				
	Others as Identified by Region (insert cells as needed)				

**WORKFORCE INNOVATION FOR REGIONAL ECONOMIC DEVELOPMENT GRANT
COMPENDIUM OF PRELIMINARY GEN I REGIONAL METRICS**

Reference Only

WIRED GENERATION I: GRANTEE METRICS and RESULTS						
ID	Measure	Category	Year 3 Target	Previous Quarter	Current Quarter	Cumulative Grant-to-Date
CA	Economic Development Tool kit (1 1)	Capacity Building				
CA	Annual benchmarking report on economic data on three communities (1 1)	Macroeconomic				
CA	Occupational profiles (1 2)	Capacity Building				
CA	Profile of innovation assets (1 3)	Capacity Building				
CA	Collection of key economic impact data for benchmarking of CIC activities - 1 4	Entrepreneur/Business Engagement				
CA	Support SBIR phase II companies - 1 4	Entrepreneur/Business Engagement				
CA	Hold Innovation All Stars Event with investors and entrepreneurs - 1 4	Entrepreneur/Business Engagement				
CA	Report on best practices for supporting entrepreneurs - 1 4	Entrepreneur/Business Engagement				
CA	Two internship/mentorship programs targeting university students - 3 3, 3 7	Education/Training				
CA	Tool kit for WIBs to support entrepreneurs - 1 7	Capacity Building				
CA	Create aerospace industry advisory group - 2 1	Other				
CA	Complete two surveys of employer training needs and publish results - 2 1, 3 1	Capacity Building				
CA	Educate suppliers about training resources available to them (includes developing a matrix of resources) - 2 2, 2 3	Other				
CA	Develop set of common learning outcomes for smart suppliers - 2 2	Capacity Building				
CA	Develop implementation strategy for learning outcomes, including a report on lessons learned from implementation strategy - 2 3	Capacity Building				
CA	Develop education and training strategies to address employer needs - 3 1	Capacity Building				
CA	Develop and implement industry-focused training programs - 2 4, 3 4, 3 7, 3 9, 3 11	Education/Training				

CA	Develop curriculum (4) and curriculum-related materials for training programs - 2 4, 3 4, 3 7, 3 9, 3 11	Capacity Building				
CA	Develop retention program for students and trainees - 2 4	Capacity Building				
CA	Develop STEM Ed Collaborative Action Plan	Capacity Building				
CA	Enhance secondary school teachers skills - 3 6, 3 12	Capacity Building				
CA	Develop materials for use by secondary school teachers (e g lesson plans)	Capacity Building				
CA	Students instructed by teachers who have enhanced their skills	Education/Training				
CA	Develop two internship and/or mentoring programs for K-12 students	Capacity Building				
CA	Development of web based trainings for local WIBs	Capacity Building				
CA	Develop self-assessment tools for local WIBs	Capacity Building				
CA	Benchmarking reports on services being implemented by WIBs	Capacity Building				
CA	Provide entrepreneurship training	Education/Training				
mid-MI	# of newly trained Healthcare workers (alternative care environments or emphasizing new technologies?)	Education/Training				
mid-MI	# of nurses added per year to the workforce	Education/Training				
mid-MI	# of nurse preceptors added to health care institutions	Education/Training				
mid-MI	# of students prepared for CENA certification	Education/Training				
mid-MI	# of WIA-eligible individuals trained and placed in career-path construction jobs	Education/Training				
mid-MI	# of individuals that complete work experience and are offered follow-up that help them enter the construction industry	Education/Training				
mid-MI	# of high-school students complete program are offered follow-up that would help them enter the construction industry	Education/Training				
mid-MI	# of individuals that complete finish carpentry program	Education/Training				
mid-MI	# of individuals that complete program	Education/Training				
mid-MI	# of students	Entrepreneur/Business Engagement				
mid-MI	# of new businesses launched	Entrepreneur/Business Engagement				
mid-MI	# of K-12 students introduced to entrepreneurship	Entrepreneur/Business Engagement				
mid-MI	# of graduating seniors entered into post-secondary credit and noncredit entrepreneurship programs	Entrepreneur/Business Engagement				

mid-MI	# of people completing the Entrepreneurship Studies Certificate and/or associates degree	Entrepreneur/Business Engagement				
mid-MI	# of small business and potential small business owners trained through contracted seminars	Entrepreneur/Business Engagement				
mid-MI	# of occupational program students completed entrepreneurial studies courses	Entrepreneur/Business Engagement				
mid-MI	# of firms served	Entrepreneur/Business Engagement				
mid-MI	# of firms incubated (# of these that are high growth)	Entrepreneur/Business Engagement				
mid-MI	# of firms receiving help with technology integration or market diversification (# of those in new economy industries to hire at least one new employee)	Entrepreneur/Business Engagement				
mid-MI	# of entrepreneurs receiving training on commercialization opportunities in the region	Entrepreneur/Business Engagement				
mid-MI	# of businesses to be assisted in identifying new markets	Entrepreneur/Business Engagement				
mid-MI	# of workers to complete workshops in self-employment opportunities	Entrepreneur/Business Engagement				
mid-MI	# of workers to be re-trained in high level skills in demand in the region	Entrepreneur/Business Engagement				
mid-MI	# of high school trainers to be trained in industry-focused entrepreneurship	Entrepreneur/Business Engagement				
mid-MI	# of new jobs and # of jobs retained	Job Creation				
mid-MI	# of individuals trained	Education/Training				
FL	1 1 Enlarge skilled labor pool available to meet targeted industry employer workforce demands	Education/Training				
FL	1 1A - Create online career portal to promote career opportunities in targeted industries to high school students, entry level employees, and potential relocators	Education/Training				
FL	1 1B - Increased training program enrollment in skills development programs supporting targeted industry talent requirements	Education/Training				
FL	1 1C - Active promotion of targeted industries career opportunities from career counselors; increased enrollment in targeted industries skills training	Education/Training				
FL	1 2 Increase availability of workforce housing in region to accommodate employment growth in primary targeted industries	Education/Training				
FL	1 2A Include Construction Trades in targeted industry listing to encourage increased workforce in this industry and to attract construction materials manufacturers & distributors to locate/expand in region	Education/Training				
FL	1 2B Offer Customized Job Training grants to financially assist new or expanding businesses in training employees in construction trades skills	Education/Training				
FL	1 2C Offer Secondary Education grants to support creation of innovative training opportunities for individuals seeking to gain skills for employment in construction industry	Education/Training				
FL	1 2D Offer Post-Secondary Education grants to support creation of innovative training opportunities for individuals seeking to gain skills for employment in construction industry	Education/Training				

FL	1 2E Create career opportunity report detailing positions available, skills required, training providers, average wage for positions in targeted industries	Education/Training				
FL	1 3 Increase regional awareness of career opportunities in targeted industries	Education/Training				
FL	1 3A Create online career portal to promote career opportunities in targeted industries to high school students, entry level employees, and potential relocators	Education/Training				
FL	1 3B Promote career opportunities through public presentations to community, business, and educational groups	Education/Training				
FL	2 1 Define skilled workforce needs, competencies and employment levels to support targeted industry growth in region	Education/Training				
FL	2 1A Collect and compile data from partners, targeted industry representatives, and other available data resources	Capacity Building				
FL	2 2 Increase awareness among regional partners of skills & competencies required to support a knowledge-based economy in targeted industries	Capacity Building				
FL	2 2A Create meaningful dialog among industry, education and workforce partners	Capacity Building				
FL	2 2B Promote findings through public presentations to community, business and educational groups	Capacity Building				
FL	2 2C Offer Secondary Education grants to support innovative STEM education opportunities (CHOICE replication) with post secondary articulation agreements to increase base skills of high school graduates as entry level workforce, or for further education/training and skills development for employment in targeted industries	Education/Training				
FL	2 3A Offer Post-Secondary Education grants to support innovative educational programs that increase skill competencies for employment in targeted industries	Capacity Building				
FL	3 1 Increase the number of employers in targeted industries	Entrepreneur/Business Engagement				
FL	3 1A Offer Entrepreneurship grants to financially assist new businesses in targeted industries with seed funding and expense of start-up staffing	Entrepreneur/Business Engagement				
FL	3 1B Promote successes to targeted industry representatives with potential of relocating in region	Entrepreneur/Business Engagement				
FL	3 2 Assist creation of high-skill, high-wage positions to support regional economy transformation	Entrepreneur/Business Engagement				
FL	3 2A Offer Entrepreneurship grants to financially assist newer businesses with seed funding; businesses must meet employment creation requirement	Entrepreneur/Business Engagement				
FL	3 2B Offer Customized Job Training grants to financially assist businesses in targeted industries with training workforce in required skills	Entrepreneur/Business Engagement				
FL	3 3 Nurture industry cluster development to set stage for regional economy transformation	Entrepreneur/Business Engagement				
FL	3 3A Provide opportunities for business leaders from each targeted industry to network with each other and form collaborations	Entrepreneur/Business Engagement				
FL	3 3B Identify and replicate successful skills training programs	Entrepreneur/Business Engagement				
FL	3 3C Support development of identified training programs needed to fill training gaps	Entrepreneur/Business Engagement				

FL	3 D Promote region as desirable location for targeted industries and their support industries	Entrepreneur/Business Engagement				
KC	Number of clinical nursing faculty	Capacity Building				
KC	Number of nursing students enrolled	Education/Training				
KC	Human Patient Simulator Clinical Training	Education/Training				
KC	Nurse Mentorship Program	Capacity Building				
KC	Nursing Reentry	Education/Training				
KC	Nursing Financial Assistance	Education/Training				
KC	Manufacturing Job Ready Training	Education/Training				
KC	Manufacturing Job Ready Placement	Job Creation				
KC	Animal Health Tech Transfer Grants	Innovation Systems/Tech Transfer				
KC	Bioscience Career Training Program	Education/Training				
KC	Bioscience Course Development	Capacity Building				
KC	Lila accounts	Education/Training				
KC	Project lead the Way	Education/Training				
KC	K-6 Science Faculty Development	Capacity Building				
KC	Center of Excellence for Bioscience	Capacity Building				
KC	Center of Excellence for Bioscience	Education/Training				
KC	Internship Program	Education/Training				
KC	Skills gap report	Capacity Building				
KC	Technology Transfer Network	Innovation Systems/Tech Transfer				
MT	Business and job growth on the tribal nations	Macroeconomic				
MT	A network of Cluster Hubs devoted to supporting the bio-product	Capacity Building				
MT	Business development on the tribal nations	Job Creation				
MT	Increased employment of tribal members	Macroeconomic				
MT	Creation of a private equity investment group	Entrepreneur/Business Engagement				
MT	Double the level of private equity investment in Montana bioproduct	Entrepreneur/Business Engagement				
MT	10,000 acre increase in oilseed crop production by 2008	Macroeconomic				
MT	Increased media visibility	Capacity Building				
MT	Growth of the bioproducts industry in Montana	Macroeconomic				

MT	250 jobs created or retained through workforce training	Job Creation				
MT	Detailed career pathway map that identifies all related job oppor	Education/Training				
MT	Number of acres converted	Macroeconomic				
MT	Growth of the industry in the region	Macroeconomic				
MT	Multiple curriculum developed to assist individuals at all levels	Capacity Building				
MT	Job growth - 250 jobs created or retained through workforce train	Job Creation				
MT	Average wage growth	Macroeconomic				
MT	Creation of a network of cluster hubs within the region	Capacity Building				
MT	Grantees pursuing new and innovative bioproduct ideas	Innovation Systems/Tech Transfer				
W MI	Innovation Curriculum: Development and prototyping with employers of 2-3 Innovation curriculum modules	Capacity Building				
W MI	Innovation Curriculum: Creation of a business plan to leverage up to \$2 million in additional funding to complete the curriculum on a national basis	Sustainability				
W MI	Innovation Curriculum: Dissemination of the innovation curriculum through a network of 20 community colleges	Capacity Building				
W MI	Manufacturing Skill Development Coop: Creation of training opportunities for up to 750 employees per year through company-to-company training opportunities and customized training developed for the Coop by education providers	Education/Training				
W MI	Manufacturing Skill Development Coop: Expansion of Coop membership to 50 members representing 7500 workers after three years	Sustainability				
W MI	WorkKeys/CRC: Issue 50,000 Career Readiness Certificates in the region by the end of 2008	Other				
W MI	WorkKeys/CRC: Recruit 500 employers to participate through a signed Letter of Commitment to support the CRC	Sustainability				
W MI	WorkKeys/CRC: Help 4,000 workers advance one level in the CRC	Education/Training				
W MI	TEAM: By the end of 2008, develop and launch 10 self-supporting TEAM-based clusters of employers	Capacity Building				
W MI	TEAM: By the end of 2008, TEAM-based clusters of employers represent 20,000 employees and 7% of the total regional population working and receiving government assistance	Sustainability				
W MI	TEAM: Employer returns on investment from their membership fees (reductions in turnover; reduced training costs; leveraged resources) that exceed 200%	Entrepreneur/Business Engagement				
W MI	TEAM: Public sector savings of \$500,000 to \$1 million per year	Sustainability				
W MI	ELS: Intensive development support for over 60 entrepreneurs per year by Year 3	Entrepreneur/Business Engagement				
NC	National Rankings Rise of the Region	Other				
NC	Regional Economic Dashboard Metrics Changes - e.g Per Capita Income, Reduced Unemployment	Macroeconomic				
NC	WIA and TAA Improved Performance	Education/Training				

NC	Employer Satisfaction	Entrepreneur/Business Engagement				
NC	Education Attainment Increases	Education/Training				
NC	Leaders Trained and Engaged	Sustainability				
NC	Savings from Consolidation	Other				
NC	Federal Funds Increase from WIRED Preference	Sustainability				
NC	Increased Average Wage	Macroeconomic				
NC	Amount of Leveraged Partner Resources	Sustainability				
NC	Workforce Delivery System Realignment	Other				
NC	Number of New Jobs in Target Industry	Job Creation				
NC	Number of New Business Starts and Expansions	Entrepreneur/Business Engagement				
NC	Number of Network Transactions (Import Sub)	Macroeconomic				
NC	Amount of Risk Capital Funding	Entrepreneur/Business Engagement				
NC	Number Began Education and Job Training Activities	Education/Training				
NC	Completed Education and Job Training Activities	Education/Training				
NC	Number Attain a Degree or Certificate	Education/Training				
NC	Number Placed in Target Industry Employment , Lower Cost Per Unit of Delivered Training, Retention, Wage Increases, Increased Training Capacity, Demand-Driven Workforce Development, and Model that is Replicable	Education/Training				
IN	Number of High Quality Business Plans Completed	Job Creation				
IN	Number of Businesses Formed	Job Creation				
IN	Number of participants completed training	Education/Training				
IN	Number of areas agreeing to terms of Cooperation Compact	Sustainability				
IN	Percentage of total population based covered by compact	Sustainability				
IN	Participant Evaluations	Sustainability				
IN	Number of Investors participating in angel networks	Entrepreneur/Business Engagement				
IN	Volume of investment placements through angel networks	Entrepreneur/Business Engagement				
IN	Number of angel networks	Entrepreneur/Business Engagement				

IN	Number of Companies participating in cluster projects	Entrepreneur/Business Engagement				
IN	Volume of co-investment in the initiative	Entrepreneur/Business Engagement				
IN	Investor commitments to fund Institute	Entrepreneur/Business Engagement				
IN	Increased enrollment in post-secondary education and training	Education/Training				
IN	Reduced labor shortages	Macroeconomic				
IN	Increases in available training	Capacity Building				
IN	Employment of older workers by companies in the network	Education/Training				
IN	Reduced older worker unemployment	Macroeconomic				
IN	Networking metrics including density of civic networks	Capacity Building				
IN	Volume of funds leveraged by the Opportunity Fund	Sustainability				
IN	Volume of federal funds aligned with NCI WIRED Initiatives	Capacity Building				
ME	Number Began Workforce Education/Training Using WIRED Funds by Industry	Education/Training				
ME	Number Completing Workforce Education/Training Using WIRED Funds by Industry	Education/Training				
ME	Number Attained Degree, Certificate, or Industry Certified Credential as a Result of Workforce Education/Training Using WIRED Funds by Industry	Education/Training				
ME	Number of Individuals Participating and/or Completing Workforce Education/Training Using WIRED Funds Placed in Target Industry Employment	Education/Training				
ME	Total Investment in Incumbent Worker Training	Education/Training				
ME	Number of trainees involved in apprenticeships/pre-apprenticeships and on-the-job training programs	Education/Training				
ME	Hourly earnings of those receiving NSAI-supported training	Education/Training				
ME	Number of Educators Prepared for Instruction in Identified Industries and Projected Number of Additional Students That Will Be Trained Annually as a Result	Education/Training				
ME	New Curriculum Developed and Projected Number of Additional Students That Will Be Trained Annually as a Result	Education/Training				
ME	Work-Based Strategies Developed/Implemented (apprenticeships, OJTs, internships) and Projected Number of Additional Students That Will Be Trained Annually as a Result	Education/Training				
ME	Number of new jobs created in targeted cluster	Job Creation				
ME	Net employment gains in targeted sector relative to state/US benchmarks	Job Creation				
ME	Average wage / earnings for companies in targeted cluster	Other				
ME	Number of New Business Startups or Expansions (in targeted cluster)	Entrepreneur/Business Engagement				
ME	Government investments in private businesses through contracts or awards (such as MTI, SBIR, STTR, etc)	Innovation Systems/Tech Transfer				
ME	New R&D partnerships with existing companies	Innovation Systems/Tech Transfer				

ME	Number of MTI applications from businesses in targeted cluster, awards granted	Innovation Systems/Tech Transfer				
ME	Businesses contracted through direct industry outreach efforts &/or direct involvement in NSAI leadership	Sustainability				
ME	Company participation in NSAI-sponsored outreach and training events	Sustainability				
ME	New memberships/participation rates in relevant industry associations	Sustainability				
ME	Participation rates in existing State ED/WD programs among companies in targeted cluster	Sustainability				