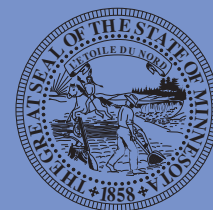




# WORKFORCE INVESTMENT ACT

MINNESOTA'S  
FY 2010  
ANNUAL REPORT



DEPARTMENT OF  
EMPLOYMENT AND  
ECONOMIC DEVELOPMENT

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## INTRODUCTION

This report fulfills the Workforce Investment Act (WIA) Title I-B, Section 136(d) and Section 185(d) requirement to submit to the United States Department of Labor (USDOL) secretary an annual report on the performance progress for WIA Title I-B programs (Adult, Dislocated Worker, and Youth). Specifically, the report mandate requires states to provide<sup>1</sup>:

- 1) Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- 2) Information on the status of state evaluation and improvement activities;
- 3) Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
- 4) Assurance that all required elements are reported uniformly so that a state-by-state comparison can be made; and,
- 5) Information on participants in the workforce investment system, addressed in the data portion of the report, beginning on page 49.

In addition to these required components, ETA encourages states to include the following information:

- A discussion of Minnesota’s unique programs and recent accomplishments, which we address individually within a section devoted to each program;
- A discussion of the activities funded by the state’s discretionary “15 percent” funds; and
- A discussion of the initiatives and activities outlined in the WIA and Wagner-Peyser Act State Strategic Plan to improved performance.

Additionally, information from the report determines a state's eligibility for incentive grants (WIA section 503) and whether the secretary will

impose sanctions based on performance failure [WIA section 136(g)].

### Overview: Service Delivery Process

Compliant with the Workforce Investment Act of 1998, the State of Minnesota established 16 Workforce Service Areas (WSAs) as local partners (Attachment D). A local Workforce Investment Board (WIB) governs each area’s priorities and operations. In Minnesota, a network of 49 WorkForce Centers (WFCs) employ hundreds of career counselors, providing the core and service-related support to Minnesota’s job-seeking individuals.

The data in this report are generated by the Workforce Investment Act Standardized Record Data (WIASRD) file. Required by DOL, the WIASRD is an electronic reporting file that combines data about each client's activities and outcomes in various programs so that data from across programs are reported to DOL in a single record.

This report will start with a description of performance measures and then discuss statewide strategies to improve services to all job seeking customers. We will then provide program performance summaries, which include descriptions of each program's purpose, service providers, services, customers, performance results, performance evaluations and program specific improvement strategies. Key statewide performance results are included within each program summary. We will provide program performance summaries in this order:

- WIA Dislocated Worker Program (including dislocated workers participating in programs funded under WIA section 134(a)(2)(A)(ii) - Rapid Response assistance)
- WIA Adult Program
- WIA Youth Program

Finally, we include detailed breakdowns of our state and local performance results. All state performance results and local performance results are included in Tables A - O, beginning on page 49.

<sup>1</sup> Primary report mandate and guidance sources:

- TEGL 27-10, released on May 11, 2011 and
- TEGL 9-10, released on September 23, 2010.

## IMPACT OF WAIVERS REQUESTED AND IMPLEMENTED BY MINNESOTA

At the beginning of PY 2010, US DOL granted Minnesota extensions to several waivers. Waivers allow for increased flexibility in administering WIA programs. Some waivers apply to both the standard WIA programs and the American Recovery and Reinvestment Act (ARRA) WIA programs. Other waivers apply to only one or the other.

### Dislocated Worker and Adult Program Waivers

- **Transfer of DW and Adult Formula Funds**

This waiver allows service providers in Minnesota to increase the allowable transfer amount between WIA and ARRA Adult and Dislocated Worker (DW) funding streams allocated to a local area. During PY 2010, two service providers in the metro area transferred a combined \$618,136 from WIA Adult formula to WIA DW, indicating a greater demand on the DW program, which could benefit from those WIA Adult dollars. A provider in northeast Minnesota transferred \$30,000 from WIA DW to WIA Adult, while a provider just north of the metro area transferred \$100,000. As Minnesota has worked to close out ARRA budgets, none of the providers transferred ARRA funding during PY 2010. The ability to transfer funds allows providers to spend money in areas that demonstrate greater need, enhancing Minnesota's ability to maintain high standards of consistent, targeted service provision to help those most in need. In some cases, this means helping those who have struggled in their attachment to the labor force; in other cases, this means focusing funds to assist those who have lost their jobs through no fault of their own. The ability to transfer funds from one funding stream to the other aids providers as they work to maintain high standards of program performance.

- **Sliding employer reimbursement for On-The-Job Training (OJT)**

Minnesota appreciates the ability to reimburse an employer providing OJT opportunities on a sliding fee scale instead of the previously allowable 50 percent amount. This waiver allows flexibility of training costs related to OJTs and customized training with the intent that business growth will expand by providing employers with the resources to train employees needing new skills. This waiver will encourage employers to participate in OJT by providing a financial incentive to hire individuals who meet job needs. For the job-seeking participants of the employment and training system, this waiver will afford them the opportunity to receive highly relevant and job-related training for positions in demand. Having the ability to exercise this waiver assists Minnesota in offering a more diverse array of program services for individuals who are enrolled in DW programs, enhancing our ability to exceed program performance goals and offer the best possible customer service.

- **DW and Adult Program Formula Funds and Rapid Response funds for Incumbent Worker Training**

Minnesota has the flexibility to support workers in their acquisition of new skills, enhancing our ability to avert layoffs altogether by devoting a portion of formula and/or Rapid Response monies to incumbent worker training. During tough economic times, when DW programs are operating at maximum capacity serving those who have already endured a layoff, service providers do not typically offer incumbent worker training. When the economy is stronger and only weathering the usual ebbs and flows of business change, Minnesota's service providers reserve the ability to offer training to those who may be at risk of a layoff. Operating as a preventive measure, this training minimizes rates of unemployment and support economic growth. In short, this

waiver provides Minnesota with the needed flexibility to meet the growing demand for innovative and effective incumbent worker training, reducing immediate demand on the DW program and supporting both workers and companies in transition.

- **Sliding employer reimbursement for Customized Training**

Much like the OJT reimbursement waiver, Minnesota appreciates the ability to reimburse an employer for more than 50 percent of the cost of customized training to enhance an employee's skills and ability to retrain his or her position with the business. This flexibility amplifies our ability to truly partner with businesses and work with employees to improve their skills, leading Minnesota to better integrate training and employment, which in many cases strengthens job stability and eventually, economic stability.

- **Extension to Provisional Training Provider Eligibility**

Service providers will often encourage worthy, qualified training providers to take necessary steps to certify their programs, allowing providers to spend WIA dollars on the training. When a customer is ready to begin training, Minnesota providers have taken advantage of the ability to fund the training as the training provider goes through the complete steps to WIA-certify their programs instead of waiting for the process to be complete. This furthers Minnesota's strong belief that a strong economy stems in part from a strong educational system and the flexibility to fund programs using WIA dollars. This increases the portion of Minnesota's population obtaining credentials and putting them to use in post-secondary education as they work to improve their careers.

All waivers approved for the Adult and DW programs enhance Minnesota's ability to increase jobs and economic opportunities. DEED's role in Minnesota is to facilitate an economic environment

to produce jobs and improve the quality of the state's workforce. These actions support the economic success of Minnesota individuals, businesses, and communities by providing opportunities for growth.

### **Youth Program Waivers: Incentives to Serve At-Risk Youth**

DEED provided statewide discretionary funding under the PY 2010 Regular WIA Program as an incentive for local Workforce Investment Boards (LWIBs) and Youth Councils to increase services to at-risk youth. Statewide discretionary funding was available for summer and year-round activities. The investment resulted in increased services to teen parents, foster youth, juvenile offenders, homeless and runaway youth, Native Americans, older out-of-school youth, youth with disabilities and other hard to serve populations identified by the LWIB/Youth Council. Minnesota is serving specific population groups at rates that exceed national averages: 3.5 times the national average for youth with disabilities, twice the national average for youth in foster care, 2.5 times the national average for homeless or runaway youth, twice the national average for juvenile offenders, three times the national average for Asian youth, and seven times the national average for American Indian youth. In addition, pregnant or parenting teens and African American youth are served in Minnesota at levels that are higher than the national average.

In PY 2010, DEED negotiated local performance goals with the LWIBs individually as part of the development of the Local Youth Plan. DEED considered such factors as local labor market conditions, customer characteristics, and whether the LWIB planned to target hard to serve youth populations. DEED's youth incentive policy established criteria for rewarding WSAs that met or exceeded local performance goals.

Minnesota requested and received three waivers for PY2010 to enhance the flexibility of local areas to serve the neediest youth:

- 1) Waiver allowing the use of Individual Training Accounts (ITAs) for older, out-of-school WIA Youth without requiring enrollment in the WIA Adult program.
- 2) Waiver of performance measures for youth participants in summer youth employment activities and co-enrolled in TANF and WIA programs.
- 3) Waiver to provide program design flexibility in serving youth participants in summer youth employment activities and co-enrolled in TANF and WIA programs.

All three of these waivers supported Minnesota's overarching goals to increase jobs and economic opportunities, promote alignment of education, economic development, workforce development and human services, and coordinate resources at the state and regional level. These waivers also allowed greater flexibility in serving older youth populations, increased services to the hardest to serve, and assisted the state in preparing for increased services to out-of-school youth when WIA is reauthorized. The waivers relating to co-enrollment in TANF and WIA helped Minnesota address the disparity in work participation rates for youth of color on TANF. Over 50 percent of youth served in the TANF Summer Youth Program during PY 2010 were from communities of color.

### **Progress: Minnesota Governor's Workforce Development Council Return on Investment Initiative**

In June 2009, the Minnesota Governor's Workforce Development Council (GWDC) convened a diverse committee of experts to research and develop a standard return on investment (ROI) methodology for publicly-funded workforce development and training programs. In March 2011, staff with the GWDC published an update to this effort, outlining the benefit and cost categories, the methodology, assumptions, and framework. ROI Initiative members agreed that the methodology they design must meet a number of criteria: the methodology should be transparent, credible, adaptable, relatively simple to administer, and

should yield timely and relevant results. The ROI model will measure net impacts, account for benefits to different groups, contextualize performance targets, and examine impacts over time.

This effort will benefit:

- Workforce and training programs that wish to quantify program impacts more completely;
- Legislators who wish to compare costs and benefits;
- Taxpayers who want to understand the impact of workforce and training programs; and
- Future training program participants who will benefit from substantial data affirming state and federal program expenditures.

Currently, the vast array of methodologies used to determine cost-effectiveness and ROI use different approaches, so results are not comparable. The committee seeks to recommend a ROI measure that could be comparable for publicly-funded workforce training programs statewide, given that all parties use the same calculations and methodologies. The process has already raised awareness of the appropriate uses and limitations of ROI measures. Members involved with the GWDC ROI Initiative plan to make policy and implementation recommendations to the Governor and the state legislature in January 2012. To view the recently released ROI update document, please see Attachment B on page 70. For more information, please visit:

<http://www.gwdc.org/initiatives/roi/>

## PERFORMANCE MEASURES

The Workforce Investment Act of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652 list 17 core indicators (i.e., legacy measures) of performance that state and local entities managing the workforce investment system must meet. Since 2004, DOL has been developing and refining “common performance measures” as an alternative to the “legacy” performance measures originally included in WIA.

WIA Legacy Measures	WIA Common Measures
<b>Adult Measures:</b> - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate	<b>Adult/Dislocated Worker Measures (combined):</b> - Entered Employment Rate - Employment Retention - Average Earnings
<b>Dislocated Worker Measures:</b> - Entered Employment Rate - Six Month Retention Rate - Wage Replacement Rate - Employment/Credential Rate	
<b>Younger Youth Measures:</b> - Skill Attainment Rate - Diploma Rate - Retention Rate	<b>Youth Measures:</b> - Placement in Employment or Education - Attainment of a Degree or Certificate - Literacy and Numeracy Gains
<b>Older Youth Measures:</b> - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate	

Training and Employment Guidance Letter 17-05 and 17-05, Change 2 provide up-to-date information on methodology and management of performance across the system.

This report includes both legacy and common measures. Negotiated performance levels are based on targets for the legacy measures. Table 1 compares WIA legacy and common measures. Attachment B includes timeframes that apply to legacy and common performance measures.

## PERFORMANCE LEVELS

Minnesota has negotiated with DOL regarding PY 2010 levels for performance measures. DEED awards incentive monies to local providers who surpass the negotiated levels and hold them accountable in the event they fall short. DEED has

established the following incentive and sanction policies for the Adult, Dislocated Worker, and Youth programs:

- **Eligibility for Adult/Dislocated Worker Incentive Awards – Updated during PY 2010**
  1. Workforce Service Areas (WSAs) must have a local unified plan on file in which the provider outlines goals for regionally coordinated approaches to workforce development;
  2. WIB must be an active participant with regional partners involved in workforce development, and the WIB must include members from the private sector reflecting key industry sectors within the WSA; and
  3. WSA must reflect an 80 percent rate of budget obligation for DW and Adult program services in all formula funding streams for the preceding program year.

DEED then distributes the awards weighted by number of customers served.

- **Incentives to Serve At-Risk Youth**  
 DEED provided \$1.25 million in statewide discretionary funding under the 2009 Youth Recovery Act and Regular WIA Youth as an incentive for LWIBs to increase services to foster youth, juvenile offenders, homeless youth, teen parents, Native American youth and other at-risk youth populations. In 2009, DEED negotiated local youth performance goals with WSAs individually as a part of the local planning process for the Regular WIA Youth Program. DEED considered factors such as local labor market conditions, customer characteristics and whether the LWIB planned to target hard-to-serve youth populations. DEED’s youth incentive policy established criteria for rewarding WSAs that met or exceeded local performance goals.

- **Sanctions Imposition**  
 DOL will impose sanctions if service providers fail to attain at least 80 percent of goal for any four of the eight measures for two consecutive years. WSAs have generally adopted the same performance targets for the non-wage WIA and

DW measures. The wage measures are adjusted based on the economic conditions of the particular WSAs. WSA directors advise the state on future negotiations with DOL on performance targets.

## PERFORMANCE EVALUATION

Performance level is based on the degree that actual results exceed negotiated levels (i.e., target ratio = actual result/target level x 100).

The three performance levels are:

- **Exceeded:** The average target ratio for the following 12 performance measures exceeds 100 percent:
  - Four Adult Legacy Measures
  - Four Dislocated Worker Legacy Measures
  - Youth Measures:
    - Younger Youth Diploma Rate
    - Younger Youth Retention Rate
    - Older Youth Entered Employment Rate
    - Older Youth Six-Month Retention Rate
- **Met:** The average target ratio for the 12 performance measures is between 80 percent and 100 percent.
- **Not Met:** The average target ratio for the 12 performance measures is below 80 percent.

Performance evaluations are included within Tables A – O, beginning on page 49.

## STATEWIDE IMPROVEMENT STRATEGIES

The guiding document for Minnesota's improvement strategies is *Minnesota's Unified Plan for the Workforce Investment Act (Unified Plan)*<sup>2</sup> which was extended through June 30, 2012, and sets the following strategic goals:

- Enhance the innovative capacity of Minnesota businesses to compete in the global economy;
- Help employers find and retain the skilled workers they need to grow their businesses;

- Provide workforce intelligence and training so Minnesota's workforce leads the world in talent and productivity; and
- Align policies and practices across education, employment, and economic development agencies to support business innovation and provide demand-driven, outcome-based and streamlined workforce development services to businesses, individuals and communities.

Minnesota continues to address the skills and education needed for today's jobs. According to the Minnesota Office of Higher Education, only 40 percent of working-age adults in Minnesota have a postsecondary degree. By 2018, 70 percent of jobs in Minnesota will require postsecondary education. Table A.2 of *Minnesota's 2007 Unified Plan*<sup>2</sup> identifies state-level workforce development initiatives that align with the above goals. Following are just a few select initiatives out of many that provide more opportunities for recipients of WIA Title I-B services as well as post-secondary and Adult Basic Education (ABE) students. The individual program sections in this document will highlight program-specific improvement strategies.

## Improving the Skills of Minnesota's Workforce

During PY 2010, Minnesota continued efforts to streamline processes and create better connections between the Unemployment Insurance (UI) program and the WorkForce Center system. In June 2010, service providers initiated a notification process that automatically sent e-mails to UI applicants and referred them to MinnesotaWorks.net (Minnesota's job bank) and employment services including WIA Title 1B services. This has proven to be a cost effective and successful strategy. Since June 2010, 7,783 or 35 percent of the 22,056 claimants who received email notification of the availability and success of the

<sup>2</sup>[http://www.positivelyminnesota.com/All\\_Programs\\_Services/Workforce\\_Investment\\_Act/General\\_Overview/Minnesota's\\_Unified\\_Plan\\_for\\_WIA.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Workforce_Investment_Act/General_Overview/Minnesota's_Unified_Plan_for_WIA.aspx)



job bank tool, MinnesotaWorks.net, registered their own MinnesotaWorks.net account so they could post their resumes on the site, make it viewable to employers, and search for jobs.

Starting in September 2011, the state will embark on a program to certify up to 5,000 universal customers (i.e. customers who are not enrolled in eligibility-based programs) using ACT's National Work Readiness Certificate (NCRC) tests. The goal is to improve the basic skills of customers who lack the education or credentials to be competitive in the job market and to provide them a business-recognized certificate that verifies their job readiness in key skill areas. Minnesota's Wagner-Peyser program and WIA Title 1B programs have worked together to launch this program and will partner at the local level to implement it. Another goal of this project is to market the NCRC to businesses so they are more aware of the benefits of using NCRC as an assessment tool for potential employees.

Minnesota FastTRAC is a new approach to educating and preparing low-skill adults for jobs that are in high demand from local employers and that pay family-sustaining wages. The strategy targets Minnesota's *working learners* - the nearly two million adults who lack a postsecondary degree. In FastTRAC, Minnesota's workforce development providers team with education and community based organizations to create a comprehensive foundational and occupational skill building program – career pathway education leading to career pathway employment.

As noted earlier, Minnesota faces a growing skills gap. Just seven years from now, 70 percent of Minnesota jobs will require education beyond high school. Yet today, only 40 percent of working-age adults in Minnesota have a postsecondary degree. At the same time, education levels among American workers are expected to decline in coming years – a virtually unprecedented trend. The primary goal of Minnesota FastTRAC is to increase in-demand postsecondary occupational credential

attainment for low-wage, low-skilled working learners in Minnesota.

Since January 2010, during the FastTRAC 2.0 implementation phase, 34 FastTRAC programs became operational on 20 college campuses. Seven of the 34, were created under the Program Design and Implementation Project (PDIP), an earlier version of the now established FastTRAC model. Ten of the 34 started and continue under the FastTRAC Integrated ABE & Bridge II grant funding (I&B), while 17 FastTRAC Adult Career Pathway programs started as of August 1, 2011. These 34 programs breakdown into the following sectors:

- Healthcare: 56 percent;
- Manufacturing: 17 percent;
- Education: 12 percent;
- Business: 9 percent;
- Energy: 3 percent; and
- Culinary: 3 percent.

In the PDIP and on-going I&B work, over 800 adult learners have participated in some level of FastTRAC Bridge II programming. Of the 807 who have enrolled in Bridge II, 540 have completed to date – a success rate of 67 percent, and many of these programs are still in operation. The projected number of adults who will be served in Bridge II programming in all 34 programs is 2,042.

While few of the PDIP programs included integrated ABE/MnSCU instruction, the I&B model required this integrated program model.

- 415 adults were served in the ABE/MnSCU integrated model to date, and 364 adults have completed an integrated instruction course – a success rate of 88 percent.
- A projected 1,139 individuals will be served in an integrated model by completion of all grant activity, and the projected certification completion rate is 92 percent – an aggressive goal but evidence that partners are feeling confident about their model.

- The employment goal set for these programs is 861 individuals securing career pathway employment – which is 75 percent of those who enrolled in the integrated programming.

FastTRAC has set an interim goal by 2013 of at least one FastTRAC program at each two-year Minnesota State Colleges and Universities (MnSCU) institution. FastTRAC is quickly approaching that goal with the development of a FastTRAC sustainability plan, current local adult career pathway programming and the commitment from 24 of the 25 two-year MnSCU institutions through the Trade Adjustment Community College Career Training system-wide proposal, *Minnesota Complete and Compete*. The FastTRAC Executive Team has defined the significant numbers of working learners to be served by a sustainable career pathway system. Working in concert with the statewide Skills@Work campaign, FastTRAC will build a tool for measuring the adult credential attainment goal and a strategy for building awareness throughout the state of the importance of this work to economic prosperity.

### Improving Regional Economies

Minnesota continued its regional industry/occupational-specific approach in planning for WIA Title 1-B programs. This approach requires WIA Title 1-B providers to align their resources with regional priorities and work closely with local education and economic development entities. The state continues to require each LWIB to identify the high-demand, high-wage industries and occupations that are critical to regional economic vitality. The LWIBs are asked to set goals for the numbers of clients (including WIA Title 1-B clients) who will receive training in these targeted industries.

One of the key components to the state’s “Regional Prosperity” strategy was the continued investment in DEED’s Regional Administrator (RA) positions. DEED made a strategic decision in 2005 to invest WIA and other resources into RA positions. The impact of this investment has been substantial. New regional partnerships have formed that have attracted over \$17 million in

grants for planning and job training. Closer connections to the state’s colleges and universities have created and opened doors to more training programs for WIA participants in many areas. RAs took leadership at the regional level in many programs like FastTRAC and the Green Jobs Training grant awarded to the Governor’s Workforce Development Council. Minnesota’s focus on the renewable energy sector and the growth of the Minnesota Renewable Energy Marketplace (MNREM), the Minnesota State Energy Sector Partnership and the Green Jobs Training Program are other examples of initiatives that can be tied to the work of RAs. Unfortunately, the elimination of the WIA ten-percent set-aside funds to states along with other reductions in WIA funding forced the state to eliminate these positions as of August 23, 2011. The state will continue to provide as many resources as possible towards the continuation of existing regional initiatives and to secure funding for future initiatives.

### Improving the Skills of WorkForce Center Employees

Ongoing training for WorkForce Center System employees includes:

- Reception and Resource Area Staff Certification;
- Business Services University;
- Customer Service;
- WIA/Dislocated Worker roundtables and trainings;
- Industry Clusters;
- Accessibility and the Americans with Disabilities Act (ADA);
- Dealing with difficult customers; and
- Unemployment Insurance Basics.

## MINNESOTA'S USE OF WORKFORCE INVESTMENT ACT DISCRETIONARY FUNDING

Over the years, Minnesota has maximized use of the WIA 15 percent set-aside for statewide and innovative endeavors. In accordance with several sections of WIA law, Minnesota prioritizes these valuable dollars toward the following statewide required activities:

- Conducting evaluations, as required under section 136(e) of WIA law, specifically the WorkForce Center Customer Satisfaction Survey, reported in Table A and in each Table O, beginning on page 49;
- Providing incentive grants for exemplary performance by local areas on the local performance measures in each of the Adult, DW, and Youth programs;
- Assisting in the establishment and operation of one-stop delivery systems and performance accountability, including the following endeavors:
  - Maintenance and rebuilding of Workforce One, our statewide client-tracking system,
  - Resource area printed materials,
  - MN Careers for Resource Areas,
  - WorkForce Development Division Strategic Planning efforts,
  - Governor's Workforce Development Council (GWDC), and
  - WorkForce Center resource area information technology upgrades, as mentioned in statewide endeavors.
- Operating a fiscal and management accountability information system – MnPerforms – through data validation and FutureWorks.

In addition to these required activities, Minnesota allocates just over 60 percent of discretionary funds on other innovative, allowable activities, which are as follows:

- Provision of capacity building and technical assistance to local areas, one-stop operators, one-stop partners, and eligible providers, including staff and WIB training and development;
- Strategic activities that support all Workforce Development efforts:
  - Labor Market Information Regional Analysts;
  - Outreach within Youth programs;
  - Programs for Teen Parents; and
  - Internship development specifically for older workers: Midternships.
- WorkKeys and KeyTrain activities to assist job seekers in their pursuit of the National Career Readiness Credential;
- Support of MinnesotaWorks, our “NO FEE online job bank for finding jobs and employees in Minnesota”; and finally,
- FastTRAC and Career Pathways Endeavors, as discussed in great detail in the preceding Statewide Improvement Strategies section.

Due to reductions in the federal budget, all states are faced with a reduction in this valuable funding source. Minnesota would like to stress that this flexible funding source have allowed us to take great strides in strategic development of our Workforce Development efforts statewide.

## DISLOCATED WORKER PROGRAM

### Challenges and Visions

As the labor market improves, service providers and decision makers in Minnesota recognize that counselors continued to work with an exceptionally high volume of dislocated workers. Further, a large proportion of these individuals have already endured years of unemployment following a layoff. During PY 2010 (July 1, 2010 – June 30, 2011), the WIA and State Dislocated Worker programs in Minnesota continued to address the challenges imposed by a slowly recovering economy. Program staff continue to provide job search services, career counseling, and training that lead to a more secure career transition, improving the overall health of the workforce.

Minnesota's vision for improving these services, which is tested during times of economic hardship, includes:

- **Focusing** the use of valuable program dollars on long-term and vocational training;
- **Seeking** creative forms of additional funding;
- **Developing** workers' skills to fit in-demand fields;
- **Encouraging** interested customers to explore entrepreneurship as appropriate; and
- **Exceeding** performance goals and holding ourselves to our own additional goals.

While the economy begins to demonstrate signs of recovery, WorkForce Centers continue to operate with shrinking budgets, entering the new program year with most of their budgets obligated to serve those who have been engaged in and waiting for intensive services such as training. During PY 2010, customers stayed in the program for an average of 531 days, dramatically increasing the long-term commitment to the program as compared to the preceding year in which customers remained in the program for an average of 455 days.

## Success Story: Jeff

Rural Minnesota Concentrated Employment Programs, Inc.,  
ARRA DW program

My college career began at Minnesota State University Moorhead in 2003. Two years later, I was mobilized for



a 16 month deployment to the Middle East, which was later extended by four months. Upon returning from a 22 month deployment to Iraq in 2007, I transferred to Bemidji State University where I studied Biology.

During this time, I was referred to the Bemidji Veterans Employment and Dislocated Worker program representatives at the Bemidji WorkForce Center, who I had heard might be able to help me find an internship for the summer. Not only did the Veterans representatives inform me of numerous internships available in my field, they also informed me of resume workshops, veterans' events, and put me in touch with other individuals at the WorkForce Center who could help me with expenses that were not covered under military benefits. Through the help of these representatives' excellent networking, vast resources and willingness to assist in any way, I was able to obtain an internship with the Department of Natural Resources. The internship was later converted into a part-time job which I had through the remainder of my college career. The Veterans Employment and Dislocated Worker/Rural MN CEP representatives maintained weekly contact with me constantly informing me of different workshops, continuing education courses in my field and full-time employment opportunities.

In February of 2010, the representatives informed me of a full-time position with the county Environmental Service Office of a nearby town. Out of over 40 applicants, I was offered and accepted the position in March.

In my previous job as an assistant manager, I was making \$9.50 an hour with no fringe benefits. My new position as an Environmentalist Specialist with Hubbard County Parks pays almost twice as much per hour with benefits. With my new home, career with excellent wages, benefits and experience, I feel I can start a family and move onto the next stage of my life. I believe that without the help of the Bemidji Veterans Employment Representatives and DW/CEP staff, I would not be where I am today.

## Individuals Served during PY 2010

Minnesota is one of the few states in the nation that offers a state sponsored and funded Dislocated Worker program in addition to the Workforce Investment Act DW program. In PY 2010, the federally funded DW program served 10,529 individuals, a decrease of 1,988 individuals, or 15.9 percent, from PY 2009. The state program served 17,006 individuals, a decrease of 3,501, or 17.1 percent, from PY 2009. Through our American Recovery and Reinvestment Act (ARRA) Stimulus funds, we served an additional 1,101 individuals solely through ARRA funding in PY 2010. In PY 2009, Minnesota served 2,633 individuals solely through ARRA funding; the large difference illustrates the timeline of ARRA, as grant staff have worked to close out this funding stream by the end of PY 2010. Of the 10,529 individuals served through WIA and ARRA DW funds, 5,208 pursued training funded through our programs. In many situations, customers benefit from a combination of funding sources in order to provide the best possible services.

## Program Participants

Individuals who access services from the Dislocated Worker (DW) program can be:

- Workers who have been laid off through no fault of their own (i.e. they neither quit nor were fired);
- Self-employed individuals who lost their jobs due to economic conditions;

- Displaced homemakers (those who were previously homemakers, and are now seeking work outside of the home); and
- Veterans.

To be eligible for the DW program, an individual must typically be eligible for Unemployment Insurance (UI), a temporary benefit available to individuals who are out of work through no fault of their own. Unlike UI, the DW program does not work with temporary or seasonal workers who are laid off as a result of cyclical work, which comprises a large portion of UI recipients and explains the discrepancy between the number of individuals claiming UI and those participating in the DW program.

Working together with UI, the DW program provides support for individuals during the time of transition which follows a layoff. Through career counseling, job search guidance, and training, unemployed workers are able to return to work in a potentially different, but stable job. There are several benefits associated with this program, specifically that the worker's financial stability is restored. New employers that hire the individual following completion of DW program services benefit from a highly skilled employee. Many dislocated workers make significant advancements in education and career prospects from the time of layoff to the time they exit the program.

**TABLE 1: Dislocated Worker Program Overview for PY 2010**

Program	Customers Served	Program Funding Expended
WIA DW	5,735	\$10,495,911
ARRA DW	1,101	\$867,429
MN DW	17,006	\$18,073,077
NEG	3,631	\$8,641,576
<b>TOTAL UNIQUE CUSTOMERS*</b>	<b>25,104</b>	<b>\$38,077,993</b>

\*Due to co-enrollment in programs, the total unique count of customers will not equal the sum of customers served in each funding stream.

## Success Story: Marie

Workforce Solutions, North St. Paul

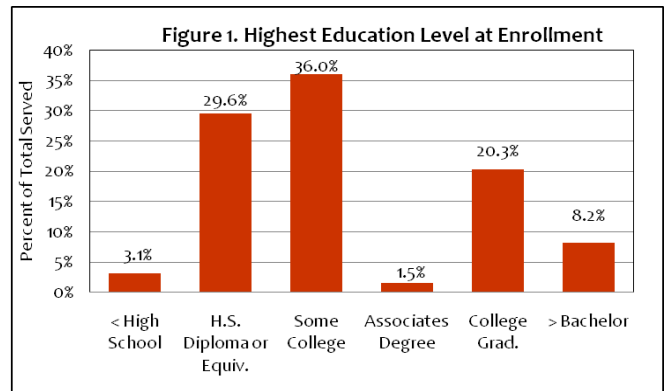
In May 2009, Marie was laid off from her job as a Receptionist/Administrative Assistant at an Engineering firm after working there for three years. When Marie first met with a Dislocated Worker program counselor, she shared her concerns that she might not work again because of the many obstacles stacked against her. She was in her late 50s, had no education beyond high school, and was too young to retire. Directly following her first meeting with Xang, her Dislocated Worker program counselor, Marie wrote a proposal containing the training time frame, labor market information and tuition information to obtain training as a Medical Transcriptionist through St. Paul College, and was approved for the training program without hesitation.

Marie started the training in September 2009. Every semester Marie reported her training progress and turned in her grades to her Dislocated Worker program counselor. As of June 2011, Marie, 60 years old, has completed not one, but three training certificates from St. Paul College and is gainfully employed once more.

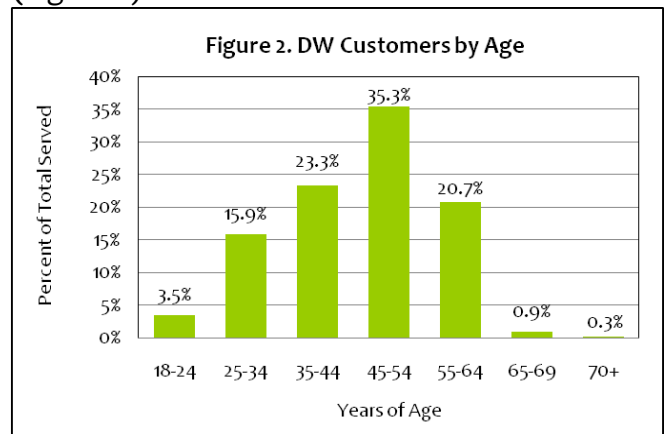
Marie shares, "I have good news to give you. Besides graduating with a 4.0 GPA and with three medical training certificates, I landed a full-time job with full benefits and it is going to be a work-from-home position. My position is that of "historian" in which I will interview new patients over the phone to collect their health information and use my medical transcription training for part of the job. It is a unique position this clinic has developed strictly for its business. It is going to be absolutely fabulous!

"I thank you so much for all of your confidence in me and for approving my training plan to attend college. Hope I have made you proud as one of your 'success stories'. Xang, you have been such an encouraging force in my life. You gave me confidence in myself and helped me to push the envelope and prove myself worthy of learning even though I am in my mature years of life. If I can ever do anything to help you in any way in return, please let me know."

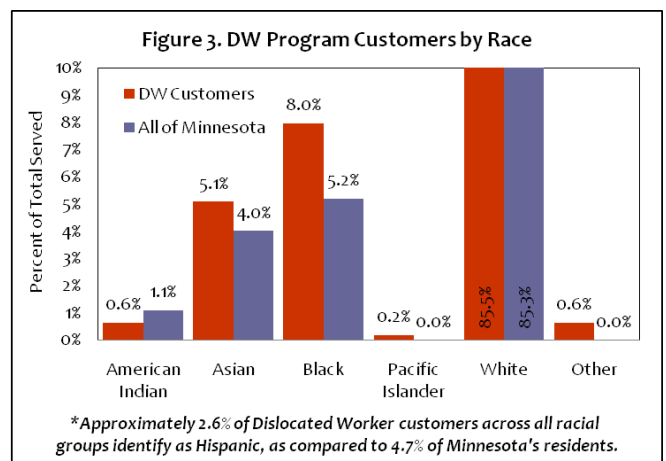
Upon entering the program, nearly one third of our program participants have achieved a high school diploma or the equivalent (Figure 1). Only three percent of program participants had not obtained their high school diploma, but the remaining two-thirds have at least one year of schooling beyond high school, with nearly 20



percent as college graduates, and nearly eight percent pursuing education beyond college. Thirty five percent of program participants fall between 45 and 54 years of age, with nearly a quarter of our participants falling between 35 to 44 years (Figure 2).

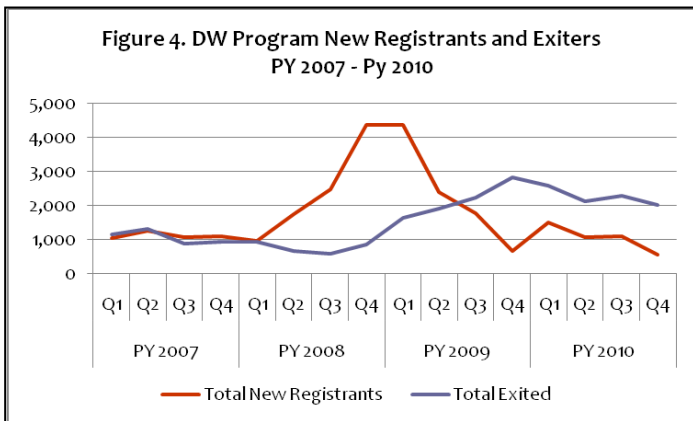


We serve slightly more men than women, and 85.5 percent of our program's participants identify as white, almost directly mirroring Minnesota's population. Eight percent of program participants identify as black, larger than Minnesota's percentage (Figure 3).

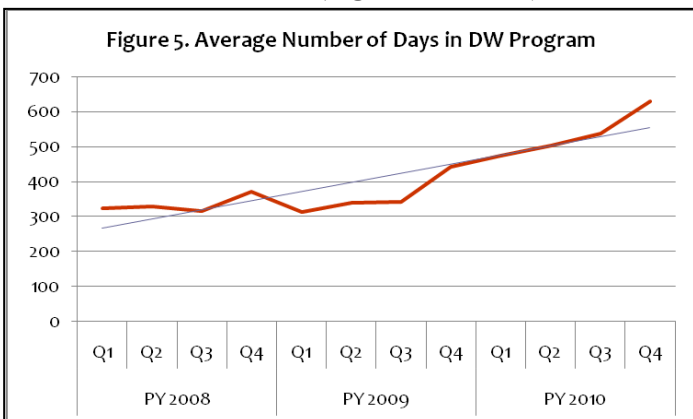


## Demand on the Dislocated Worker Program

During the preceding two years, Minnesota experienced unprecedented growth in the number of new customers enrolling in the Dislocated Worker (DW) program. New enrollments slowed over PY 2010, partly due to a slowly improving economy, and partly because our funding did not allow us to immediately enroll everyone who sought services. Some areas of the state were able to enroll customers immediately and begin with job counseling while the customer waited for funding to begin training.



Over the past two years, the average number of days that customers have accessed the program has increased, resulting in a decrease in new enrollments. However, this trend has allowed Minnesota WorkForce Center staff to focus on serving customers to successful exit, allowing us to maintain our performance measures. Throughout PY 2010, the WIA DW program alone served 5,735 individuals solely through WIA DW funding, a decrease of 1,409, or 19.7 percent, from PY 2009. This same year, Minnesota’s DW program served 17,006 individuals, a decrease of 3,501 or 17.1 percent from PY 2009 (Figures 4 and 5).



Beginning in July 2008, the number of new registrants in both DW programs climbed steadily, exceeding previous highs in registration by the second quarter (October) of PY 2008 (Figure 4). By July 2009, we had an all-time high number of new registrants in our DW program, which peaked in the preceding quarter for the WIA DW program. Additionally, while the number of new registrants in both programs has continued to rise, individuals are remaining in the program for longer periods of time (figure 5). The number of new registrants in the fourth quarter of PY 2008 was 129.5 percent of new registrants in the same quarter of the preceding year. Due to funding constraints, we were not able to immediately enroll customers at that volume for extended periods of time, illustrated by the increasing average length of time in the program.

### Success Story: Larry

#### Workforce Solutions, North St. Paul

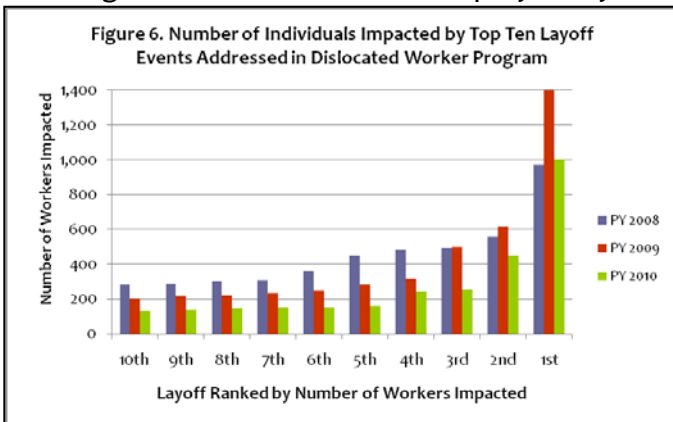
*After getting laid off from my job as a service advisor at an automobile dealership, I tried unsuccessfully to secure a job in the same field. My thoughts went to getting some training and seeking a new career. I had previous experience in accounting and management and thought some specialized training would make me marketable. I learned about the Dislocated Worker program at my WorkForce Center in North St. Paul and applied. I was lucky enough to qualify and the program paid for about two thirds of my year of coursework. Getting that funding made it possible for me to complete the accounting clerk diploma coursework at Dakota County Technical College. I graduated with a 4.0 GPA in May 2011 and hit the job market. I was fortunate enough to get a job as an accounts payable clerk about a month later. I thank all those in the program and feel it really helps people who are willing to put in the work, gain new skills and become marketable in the job market.*

- Larry M.

### Working with Individuals Impacted by Layoffs of All Sizes

The Dislocated Worker (DW) program is designed to assist those who have lost their jobs through no fault of their own. Even during times of relative economic stability, markets and fields change: businesses grow and shrink, jobs move overseas

or are created through small business development. This program provides an additional avenue to help customers contribute their talents and experience to the workforce. When the economy recesses as dramatically as it has over the past four years, the DW program serves as one of many safety nets, supporting and encouraging individuals to invest in the future by completing training that will increase their employability.



In PY 2010, the number of individuals served in our program who were impacted by mass layoffs decreased significantly – by over a third. This downward trend provides some hope of long-

term economic recovery. Unlike preceding program years, the number of workers laid off among six of the top ten mass layoffs addressed by our DW program dipped below 200. During PY 2010, 2,819 individuals were impacted by the 10 largest layoffs addressed by the DW program – a one third reduction of the number of individuals impacted in PY 2009. This slowing trend illustrates that large layoffs are affecting fewer individuals and that smaller layoffs are a consistent concern.

### Focused Sources of Funding: NEG

During PY 2010, Minnesota continued to operate six National Emergency Grants (NEGs), expending \$8,641,576 to serve 3,631 individuals. Two of these six NEGs were funded solely through ARRA, and three of which were funded with WIA and ARRA dollars. Grants staff in Minnesota also applied for a seventh NEG to serve 175 individuals laid off from the electronics division of Tyco, formerly called ADC Telecommunications. Minnesota has always accessed disaster NEGs when appropriate, but since PY 2008, has been more likely to seek funding to serve those impacted by large layoffs.

Table 2: Top 10 Mass Layoff Events served by Minnesota's Rapid Response Team Compared: PY 2008 - PY 2010

2010		2009		2008	
Company	Employees Impacted	Company	Employees Impacted	Company	Employees Impacted
Lockheed Martin***	1,000	Delta Airlines*	1,457	Hutchinson Technology, Inc.	969
Tyco Electronics	448	BAE Systems	612	Celestica	559
Medtronic*	250	Snyder Stores	500	Seagate Technology, Inc.	619
Nestle Healthcare Nutrition**	243	Schwing America*	315	Target Headquarters	581
Boston Scientific	160	Sam's Club	285	North Memorial	450
Cima Labs	150	K-12 St. Paul School District	249	Denny Hecker Auto Group*	363
St. Mary's Home	150	Corrections Corp.	234	Team Industries	307
Servisair MSP Location*	145	Boston Scientific	220	Viracon	300
Radisson University Inn*	139	ACS Business Process Solutions	216	Allina Hospitals and Clinics	287
General Dynamics C4 Systems	134	Wilder Foundation	200	Snyder Drug	285
<b>Total Employees Impacted by Layoff</b>	<b>2,819</b>	<b>Total Employees Impacted by Layoff</b>	<b>4,288</b>	<b>Total Employees Impacted by Layoff</b>	<b>4,720</b>
<b>Percent laid off during the preceding year</b>	<b>65.7%</b>	<b>Percent laid off during the preceding year</b>	<b>90.8%</b>		

\* Number of employees impacted by layoff may differ due to a number of factors; transitions within the company, transfers to other locations, etc.

\*\* Layoffs technically started June 30, 2011, and continue through December 31, 2012.

\*\*\* While Lockheed Martin technically laid off 1,000 employees by closing a plant, they offered 750 of these individuals transfers to other locations.



## Success Story: Melissa

### Winona County WorkForce Center

### Formula Funds Replenishment National Emergency Grant

Melissa Lynn was employed as a Laborer at Cytec Inc. for a year and eight months before being laid off in October 2009. From the beginning of her layoff, Melissa looked at this situation as an opportunity to return to school to pursue a degree. She researched different careers, mainly in the field of health care. After meeting with one of the college counselors she



decided she would be more interested in sales, as she and her spouse had always talked about possibly opening their own Restaurant/Bar business someday.

Through the Winona Dislocated Worker Formula Funds Replenishment National Emergency Grant (FFR NEG), Melissa enrolled at MN State College Southeast Technical in the Sales Representative program, beginning summer session 2010.

Late in the fall semester, WorkForce Center staff learned that Cytec, the company from which Melissa was laid off, was TAA approved, meaning additional paperwork for Melissa to complete, but additional benefits to accompany this paperwork. Just after completing the TAA paperwork, Melissa found out she was expecting a baby, due in June. As spring semester began, Melissa was searching for internship opportunities and applied for a sales representative position at Ashley Furniture. During her interview with this company she stated she would only accept the position if they could work with her school schedule in order for her to earn her diploma. They agreed and she began her new job as a sales representative in February 2011.

With a tough semester ahead Melissa took it one day at a time and worked hard. She graduated in May 2011 with a 3.46 GPA and was so excited to earn her degree. She continued to work until her daughter was born at the end of June. She enjoyed her few weeks off, but returned to work the first week in August.

At the close of the program year, NEG staff closed out three grants that lasted between 18 and 24 months. During PY 2010, tornadoes and flooding impacted southern Minnesota, leading to a declaration of emergency and an application for a disaster NEG. Granted October 18, 2010, service providers have employed 76 dislocated workers to help with the clean-up and restoration of the areas through October 31, 2011. In April, the Department of Labor granted \$557,433 to serve 175 individuals laid off from Tyco. The NEG category reported in numbers served, program expenditures, and program allocations include those customers who were served through our natural disaster NEG as well as our ARRA and WIA funded NEG's.

## Services

### Rapid Response

Minnesota's Rapid Response team is the first responder to layoffs, ensuring a quick orientation to essential services. Rapid Responders may find out about upcoming layoffs from any of a variety of sources: the employer, workers who have been or will be laid off, suppliers to the business, local government officials, local Rapid Response officials, and the media. The Federal Worker Adjustment Retraining Notification (WARN) Act requires that employers notify the government in the event of a mass layoff (defined as 50 or more workers over a 30 day period). Many employers will notify the state even if their layoff affects fewer than 50 workers.

Upon notification, a rapid responder meets with the employer to discuss the size, scope, and timing of the planned layoffs. As Minnesota improves its broader business services, the Rapid Response team also looks for opportunities to avert or minimize layoffs. If the layoff moves forward, the Rapid Response team informs all relevant stakeholders and schedules orientation meetings with workers, in which they provide information about UI benefits and the services offered by the DW program.

## Success Story: Cathy

Workforce Solutions, St. Paul, ARRA customer

In September 2009, my worst fear came true as I was laid off from a program manager position with a nonprofit that I held for more than six years. The very afternoon that I had been laid off, I



went directly to the Minnesota WorkForce Center in North St. Paul. I signed up for classes on resume writing and interviewing and was told to get my name on the list for the Dislocated Worker program.

When I met Liz Jackson at Workforce Solutions for the first time, her kindness actually brought me to tears. For me, I was so worried about falling apart from the grief and fear over losing my job, I just kept myself busy. I took classes at the WorkForce Center, volunteered, cleaned the house, obsessed over my budget, whatever I could do to not face the fact that I felt like a loser because I had lost my job. I hadn't realized what a blow to my confidence getting laid off was; Liz really helped me see that getting laid off wasn't a reflection on the kind of person I am or my skills.

I had known for several years that my ultimate career goal was to direct a nonprofit organization. With Liz's help and financial assistance for Workforce Solutions, I was able to begin taking classes towards a Certificate in Nonprofit Management in the Humphrey School of Public Affairs at the University of Minnesota. I was so nervous about taking classes after so many years. Liz was my biggest cheerleader. She had more confidence in me than I did! She told me over and over how successful I was going to be after this, that any organization would be lucky to have me leading it, that this was going to turn out to be the best thing that could have ever happened to me. Her support was just what I needed when my vision of myself was blurred from low self-esteem.

In February 2011, I saw a posting on the Minnesota Council of Nonprofits job board that seemed well-suited to my experience. It was as director of a small non-profit in St. Paul. I was so happy to receive an interview for the job. One of my instructors that I had taken three classes with was a reference for me. After a process that took a couple of months, I was offered the position of director at MORE Multicultural School for Empowerment. I began working there on May 16, and I love it.

## Services Offered

In order to facilitate a steady transition back into the workforce, most participants in the DW program access career counseling and some type of training. Upon first contact with a group of potential participants, members of the Rapid Response team ask these individuals to complete a survey that will inform the DW service providers of their most critical needs. In a recently completed Rapid Response survey, the three most commonly requested services were job replacement or access to job leads, resume and employment letter writing, and interviewing skills.

DW counselors meet with participants to determine which services will result in the most successful outcome for the individual. Service providers offer a variety of flexible core, intensive, training, and support services with federal and state program funds.

If companies are losing jobs to foreign competitors, some workers may be entitled to additional benefits under the Federal Trade Adjustment Assistance (TAA) Act. An individual laid off from a TAA-certified work site is eligible for a wider range of benefits, including additional training dollars and in some cases, extended Unemployment Insurance benefits, known as Trade Readjustment Allowance (TRA). In Minnesota, every TAA customer is co-enrolled in the DW program.

### Core Services:

- WIA program eligibility determination;
- One-Stop services orientation;
- Basic skills assessments via MinnesotaWorks.net;
- Workshops for job-seeking skills;
- Self-service tools, including MinnesotaWorks.net;
- Job search and placement assistance;
- Career counseling; and
- Review of economic data and labor market information relating to one's desired field.

**Service Related:**

- Comprehensive assessments;
- Employment plan development;
- Counseling and career planning;
- Case management; and
- Short-term pre-vocational services.

**Training Services:**

- Occupational skills;
- On-the-job training;
- Entrepreneurial support;
- Literacy and adult basic education ;
- Job readiness ; and
- Customized training.

**Support Services:**

- Transportation cost assistance;
- Family care cost assistance;
- Health care cost assistance;
- Housing or rental assistance;
- Emergency health or financial assistance; and
- Personal, financial, and legal counseling.

**For Aspiring Entrepreneurs**

In addition to these services, Minnesota consistently seeks ways to better specialize our services and contribute to research that will impact future programming. In January 2009, Minnesota launched its second Project GATE: Growing America Through Entrepreneurship. The close of PY 2010 marked two and a half years of program operation, at which point we served 595 participants through business consulting to assist in launching or growing a business. In Minnesota as well as in Virginia, Project GATE II is available to participants in the WIA DW program who are at least 45 years of age. As of June 30, 2011, GATE participants in Minnesota had launched or grown 116 businesses, 92 of which have been operating for at least one year. Program operators anticipate closing Project GATE II on December 31, 2011, and are now in the planning stages of a state-administered program for dislocated workers seeking self-employment.

**Success Story: Dawn****Winona County WorkForce Center**

Dawn VandeZande came to the Winona WorkForce Center for assistance in finding employment. She was laid off from her job at Benchmark Electronics after three years working as a machine operator. With only a high school diploma, she was very



interested in going to school, so her counselor enrolled her in the WIA Dislocated Worker Program.

She attended Minnesota State College-Southeast Technical in the Medical Coding Program beginning fall of 2009. Since she had no post-high school training, the transition was difficult at first. She graduated on December 16, 2010 with a GPA of 3.46. She attended the Creative Job Search class and received resume writing assistance. Because it had been awhile since she had worked and she was afraid of running out of unemployment, Dawn took a customer service job at the local McDonald's. While working at McDonald's, she interviewed for a medical office position. After two interviews, she was offered the position of Medical Billing Assistant, exactly what she was hoping for! She stated that during her interview, the employer really "liked the fact that I work in a drive-thru since it requires a whole lot of multi-tasking."

When asked about her experience with the WorkForce Center, Dawn stated, "I wouldn't have this wonderful job if it weren't for the schooling program and all of the assistance you have given me. So, thank you, thank you, thank you!"

**Minnesota's Service Process**

A network of 49 WorkForce Centers in Minnesota employ hundreds of career counselors, providing the core and service-related support to Minnesota's dislocated workers. These counselors also research and approve the training provided by any one of a number of accredited educational institutions across the state. Compliant with the Workforce Investment Act of 1998, the State of Minnesota established 16 WSAs as local partners. A local Workforce Investment

Board (WIB) governs each area's priorities and operations.

In addition to the 16 WSAs, there are ten WIA-certified, independent service providers, which primarily serve dislocated workers in the Twin Cities metropolitan statistical area:

- Arrowhead Economic Opportunity Agency
- Career Solutions
- Employment Action Center
- Goodwill/Easter Seals
- HIRED
- Jewish Vocational Services
- Teamworks, Inc.

These three independent service providers are also authorized to serve dislocated workers from small layoffs:

- Career Management Services
- Quality Career Services
- Teamsters Service Bureau

Dislocated workers who are part of a closing or mass layoff are typically served through a project or with discretionary funds. Projects are slightly different from smaller layoffs, as the workers who are affected by these layoffs have the option to form a volunteer group called a Planning and Selection Committee (PSC). This group helps to select a service provider and develop a plan for the services that will be offered for the project. Customers then grade service providers based on their performance, which informs future PSCs in their pursuit of high quality service provision. This promotes quality and consistency among our service providers.

A dislocated worker who is part of a small layoff can simply select a WorkForce Center, or one of the three independent service providers authorized to serve such workers: Career Management Services, Quality Career Services and Teamsters. The funds that serve these customers are distributed on the basis of a formula which takes into account the unemployment in each WSA, along with other appropriate factors. Due to

budget reductions and continued strain on service providers, customers may need to wait to begin intensive services, even at this point in time.

### Success Story: Dawn

#### Workforce Development, Inc. in SE Minnesota



*Dawn had worked as a Home Health Aide through the local hospital for 12 years when they closed that department, leaving Dawn unemployed. Soon thereafter, she came to the WorkForce Center in Fairmont, and began exploring some*

*opportunities for training. She enrolled in the Dislocated Worker program and completed several assessments with her counselor, Susan. Dawn said she enjoys working with and helping people, and told Susan that she was previously trained as a cosmetologist, but that her license had lapsed. Additionally, Dawn required a job that would allow her to sit as she worked; she had medical issues that limited her ability to stand for long periods of time.*

*During this exploration, Dawn communicated with a local salon about opportunities to work as a nail technician, which would allow her to sit and enjoy plenty of people contact. The owner of the salon voiced a need for a nail technician, especially one that could focus on artificial nails. Dawn decided to complete a re-activation course lasting 155 hours, approved and funded by the Dislocated Worker program. Upon completion of the course and to no surprise, Dawn landed the position and now enjoys doing manicures, pedicures, and artificial nails.*

### Performance

For the 5,735 workers served by the WIA DW and the 17,006 workers served by the MN DW Program in PY 2010, Minnesota met or exceeded all four of our performance standards as negotiated with US DOL.


Despite the challenges that accompany an economic recession, Minnesota exceeded all four performance criteria. Eleven of our 16 providers exceeded all four criteria. Three providers exceeded three of the four, meeting the fourth. One provider met three criteria and did not meet

the credential and employment measure, while one provider exceeded three criteria but did not meet the employment retention rate. By federal definition, to “meet” a performance standard means that the provider reaches between 80 and 100 percent of the goal; exceeding the goal means to achieve over 100 percent of the goal.

**Success Story: Barry**  
**Workforce Development, Inc.**

For nine years, Barry worked as a Heavy Machine Operator Heavy Equipment Maintenance Technician with a road construction company. Due to the company closing and the new owners cutting back, Barry found himself unemployed. He searched for work for over a year while receiving unemployment insurance. Barry visited the local WorkForce Center where counselors provided him with information about resources that could assist him with his job search. Barry was part of a permanent layoff and was a perfect fit to work with the Dislocated Worker program. Counselors enrolled Barry at which time he completed an initial assessment, and an employment plan focused on job placement.

At that time, a local auto repair/tire sales company, Graham Tire, had a vacancy for an Auto Service Technician. The company hired Barry with a contract for on-the-job training (OJT). Through the OJT contract, the DW program reimbursed the employer for half of the wages during this training period, benefitting Barry and the company. As the training concluded, the employer thanked us for the opportunity to use this program, voicing sincere satisfaction with Barry’s job well done. They said they wished they could have 10 people just like him to work for them. Barry is quite happy with his job and very much likes his coworkers.



**Table 3. PY 2010 DW Program Performance**  
 Minnesota Exceeded ALL WIA Dislocated Worker Performance Measures Statewide

Performance Measure	PY 2010 Target	PY 2010 Result	PY 2010 Target Ratio
Entered Employment Rate	83.0%	89.4%	107.7%
Retained Employment Rate	88.0%	93.4%	106.1%
Average Earnings	\$16,400.00	\$21,347.80	130.2%
Employment and Credential Rate	62.0%	70.9%	114.4%

**Customer Satisfaction**

The Minnesota WorkForce Center system uses one index to express customer satisfaction with its services: The Minnesota Customer Satisfaction Index (MnCSI), which is based largely on the American Customer Satisfaction Index (ACSI) as used in the private sector. The two primary indicators are the level of satisfaction employers and participants have with the programs.

Specifically, we average the responses to the following questions, which are based on a scale of 1 (lowest or least satisfied) to 10 (highest or most satisfied):

- What is your overall satisfaction with the services?
- To what extent have the services met your expectations?
- How well did the services you received compare with the ideal set of services?

Averaged, these numbers generate a single number, the actual MnCSI, which falls on a scale of 0 to 100. A score of 70 translates to an average customer response of “7” to two of the three questions, and an “8” on the third. We use this system because it provides an index comprised of responses to two or more questions about the same idea and is more reliable than looking at the responses to a single question.

As in previous program years, both employers and job seekers reported high levels of satisfaction with the Minnesota WorkForce Center system, where most DW program customers receive their services. For the period April 2010 to March 2011, job seeking customers across the state of Minnesota reported MnCSI score of 74.4 with all WorkForce Center programs, an increase of 1.2 points from the preceding year. In all, 8,858 individuals were eligible for the survey, 966 were included in the sample, and 634 surveys were actually completed, providing a response rate of 65.6 percent. Employers working with Minnesota's job seeker service programs reported a MnCSI score of 78.1, exceeding the negotiated standard for the program year. Again, 5,526 employers were eligible for the survey, 805 were included in the sample, and 541 employers actually responded, giving Minnesota a response rate of 67.2 percent. These scores evidence that, even during challenging times, service providers strive to do their very best.

### Brief Discussion: Cost-benefit Analysis

During PY 2010, we spent a grand total of \$11,363,340 (Table N) of WIA and ARRA monies to serve 10,529 individuals (Table M), averaging out to a cost of **\$1,079.24 per participant**. PY 2010 performance reflects 4,318 individuals exiting into employment, costing Minnesota **\$2,631.62 per job attained**.

The benefits of these expenditures dramatically exceed the costs, but capturing the quantifiable benefits proves extremely complex. A highly developed cost-benefit analysis will factor savings in UI benefits and public assistance, additional income tax dollars contributed, change in incarceration costs, and a change in worker productivity, among many others.

In addition to working on the ROI model, DEED staff in Minnesota are working to create a better cost-benefit analysis, which would isolate funding sources to demonstrate the cost per participant of those who pursue training, and so on.

### Success Story: Diane

**Project GATE II customer with Dakota/Scott Workforce Services in Burnsville and with the University of St. Thomas Small Business Development Center**



*In May 2010, like millions of other Americans, I was let go from my job. For 19 years, I worked as a computer programmer with Northwest Airlines.*

*After evaluating my employment options, I decided*

*I didn't want to go back to the corporate world. My dislocated worker program counselor, Laura, helped me to learn about and take advantage of the Project GATE II program. At the time, I was volunteering my time as head of the Twin Cities Photography Group, an amazing community of talented photographers who share their passion for photography with the wider community and fellow photographers. I began to recruit local photographers to become instructors for our group; we scheduled workshops and began to grow.*

*At the end of May I leased a large (4500 square foot) studio space at 2500 University Avenue, St. Paul, that has become our home. We host events here and rent our studio space to our members. With over 1,500 members we are one of the largest and most active photography groups in the country.*

*I learned a lot about myself and the skills I needed to improve as a business owner. My mentor, Curt, was very patient, helping me understand that my role was to drive the business, not perform every task. I was fortunate enough to be enrolled in the FastTrack business planning course at St. Thomas. The business planning course has now allowed me to research my future growth options by providing me with resources and exercises that provide good analysis in evaluating new business opportunities. I feel more empowered, focused and confident about our future because of this course.*

*While the business is not yet fully profitable, we are clearing all expenses that was our goal for the first year. I am happy and proud to say we have about 10 instructors that work as contractors with us and about 40 studio members in our studio cooperative.*

*For more information, please visit our website at [www.twincitiesphotographygroup.com](http://www.twincitiesphotographygroup.com).*

## Accomplishments from PY 2010

- Holding strong and steady:** PY 2010 largely reflects diligent continuation of programs and grants initiated in PY 2009 – staying the course and weathering an economy struggling to recover.
- Serving 3,631 individuals through National Emergency Grants:** Grants staff tightly operated the Formula Funds Replenishment National Emergency Grant, along with five other NEG with allocations totaling \$14,378,662. During PY 2010 alone, we served 3,631 individuals using WIA and ARRA NEG dollars.
- Full systems integration:** We continue to integrate our Rapid Response and Business Services throughout the state of Minnesota. We trained our statewide team of 30+ Business Service Specialists, all of whom already have significant inroads in the employer community, to deliver early response services in layoff situations, resulting in better and earlier warning of key layoffs.
- Supporting 595 aspiring entrepreneurs:** The close of PY 2010 marked 30 months of operating Project GATE II (Growing America Through Entrepreneurship). Project GATE II is a 3 year, \$2 million pilot project designed to assist at least 500 dislocated workers over the age of 45 who are interested in self-employment. These dislocated workers receive support from consultants in Small Business Development Centers throughout the state as they start or grow their own businesses. US DOL has been helpful to Minnesota by expanding our eligibility criteria, lowering the age requirement, and broadening the customer base to include those served through National Emergency Grants. As of June 30, 595 individuals have proceeded through the business consulting phase, launching or growing 116 businesses. Of these 116, 92 have operated for at least one year.

## Success Story: Gregg

Anoka County Job Training Center – NWA NEG



*I fell in love with the airline industry when I took my first flight in 1973 from Minneapolis/St. Paul to Rochester, MN, for a whopping \$17 roundtrip fare. I landed my first airline job with Republic Airlines in 1982 as a clerk-typist in Central Baggage Service. I advanced*

*into other positions over the years after the merger with Northwest and eventually settled down in a very fun and rewarding position in Northwest's cargo division. Despite taking seven pay cuts over the years, I was happy with the way things turned out. I was in a challenging and rewarding job that I loved, working for a company I greatly admired with some of the best coworkers one could ask for.*

*When the Northwest / Delta merger was announced in 2008, there was a lot of trepidation among employees at both companies. After spending 29 years in the airline industry, I was suddenly a "mature" 50+ year old unemployed airline worker whose working life revolved around an industry of which I was no longer a part. Uncertain of my marketable skills and with no experience looking for jobs in today's challenging environment, I was scared.*

*I turned to Amy Lord with the Anoka County Job Training Center, who helped me revamp my resume and taught me how to sell myself to a new employer. She helped me to see that I did in fact have very marketable skills and experiences that were in demand. Amy suggested some training courses, such as the Certified Professional Project Manager course to round out my background, along with courses in job searching, networking, and interviewing, which were instrumental in preparing me in my search for a new job.*

*I'm pleased to report that it all paid off. I recently accepted a position with The Toro Company as Manager, Import / Export Compliance. Finding a new career at this point in my life is one of the greatest challenges I have faced so far. I would not have been successful if it weren't for the help from Minnesota WorkForce Center and Amy Lord at the Anoka County Job Training Center. I thank them all for a job very well done!*

## Success Brief: Billy

### South Central Workforce Council

*Billy was laid off from Westin's Automotive in March 2009, after working there for almost 11 years.*

*He attended MN West Jackson and majored in Power Line Technology & Electric Utility Substation Technology. He graduated with high honors in May 2011; over five semesters of school he earned a 4.0 grade point average in four semesters, even taking a heavy course load of a combined 41 credits during his final two semesters.*

*Billy is now employed full-time at Northwest Iowa Power Cooperative in La Mars.*

- In April, we convened our fourth annual conference for job seeker counselors, which included counselors for DW, WIA Title 1B Adult, and Veterans Employment. This professional development opportunity provides the counselors with policy updates, peer learning opportunities, and an opportunity to celebrate success. This year, we hosted a panel of customers to share in their success.
- Minnesota continues to mandate co-enrollment between TAA and the DW program. As required in recently established US DOL policy, state merit staff members provide 100 percent of our TAA case management. In the past year, TAA staff members have redesigned the customer application intake process, the interface with DW counselors, the application materials, and the DW counselor training process. Minnesota has also published clear state-level policies to implement the new TAA law, to ensure consistent integration with the DW program statewide. Since return to TAA law of 2002, we have adjusted our policies as necessary to reflect current US DOL policy.
- Minnesota hosted the Region V Roundtable, inviting WIA program administrators from Illinois, Indiana, Kansas, Wisconsin, Iowa, Michigan, Nebraska, Missouri, and Ohio. During this event and our job seeker counselor conference, we welcomed Minnesota State Demographer Tom Gillaspay to present on “The New Normal,” stressing the importance of post-secondary education and credential attainment for employment in the future.
- We worked closely with service providers to successfully bring closure to the American Recovery and Reinvestment Act (ARRA). Minnesota served 12,065 DW customers through ARRA, many of whom were enrolled within weeks of the passage of the act in February 2009. We altered our databases to accommodate this funding source, easing our reporting processes as we move forward.



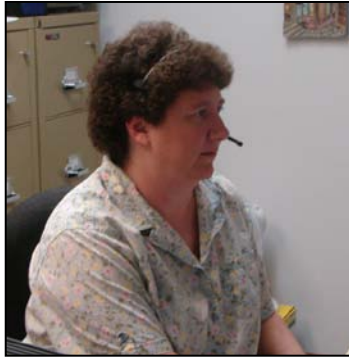
## Goals and Priorities for PY 2011

- **Continued outstanding service:** Service providers in Minnesota commit to reconnecting with individuals who have been placed on waiting lists for program services. Service providers also commit to continue working with those dislocated workers who have engaged in long-term training; we want to see them through to graduation and job attainment.
- **Adjusting to reduced budgets:** Of all statewide reductions in WIA dollars, Minnesota will be most impacted with an overall 22 percent reduction in WIA formula allocation.
- **Continued focused sources of funding:** Minnesota remains open to incorporating National Emergency Grants when they are most appropriate. Realizing that we cannot anticipate large layoffs, staff members are flexible and committed to serving individuals impacted by these layoffs. Given the administrative challenges that accompany NEGs, we will continue to operate these funding sources tightly and with transparent accountability.
- **Reworking client management system:** This year, DEED continues the transformation of its case management system, Workforce One. The main purpose is the recoding to a .NET platform, so that the underlying software can maintain appropriate technical support. This will also be an opportunity to improve the layout and usability of this critical tool. This multi-year effort will result in even fewer seams in the delivery of services from multiple programs, including those funded by the Workforce Investment Act.
- **Forging inter-division relationships:** Our linkages with UI continue to tighten, as do our linkages with partners in Business and Community Development as we build upon Project GATE II. In addition to ongoing joint delivery of Rapid Response services and information, UI staff will continue co-locating at one-stop centers to assist customers and partners with program issues. UI staff trained in TRA will also begin accompanying TAA staff who supplement Rapid Response visits at trade-impacted sites. This agency believes that the early in-person touch dramatically enhances customer service.
- **Finish strong in supporting aspiring entrepreneurs:** Minnesota remains committed to supporting dislocated workers in pursuing self-employment. We anticipate the sunset of the federally funded Project GATE II program on December 31, 2011, and have already garnered legislative support for a state-driven program to support aspiring entrepreneurs through business launch and growth. Transitioning this program will require continued partnership with Minnesota's Unemployment Insurance Division and the Small Business Development Center Network, leading to established collaboration.
- **Staff training and team building:** We plan to reconvene our annual job seeker counselor conference for the fifth consecutive year.

## Success Story: Jill

### Central Minnesota Jobs and Training Services, Inc., (CMJTS)

Jill worked as a Human Resources manager for a dental clinic. The clinic restructured, resulting in the elimination of her position in May 2007. She was unemployed and diligently looking for a job while laid off, but didn't have much luck as employers were eliminating jobs and cutting costs.



Jill came to the Monticello WorkForce Center and was enrolled in the WIA Dislocated Worker program through CMJTS. She knew she needed to broaden her horizons and consider other employment options. CMJTS staff helped her to identify her transferable skills and the other types of jobs she could do with the background she had.

On October 31, 2009, Jill was offered a position at Operation Foresight Services, Inc. They found Jill's résumé on MinnesotaWorks.net and contacted her. Additionally, she was able to offer the employer On-the-Job Training funds, which allows an employer to be reimbursed for training costs incurred with a new hire. Jill became their new administrative assistant, starting at \$15 per hour and now making \$16 per hour. Jill stated, "The ability for the employer to get help with training costs was a huge selling point in their decision. The business owner had to go back to school and knew she would have to cut back as much as possible. This helped her to do that."

"I truly believe that anyone looking for a job should put their résumé on MinnesotaWorks.net, go to the WorkForce Center every day to use the help that is available, attend classes and seminars, and network with others as much as possible. Having the ability to get help with OJT funds really sealed the deal with the employer." Jill reported that at times she felt frustrated in her job search. "It was rough being out of work for over two years," she said. But Jill felt that with the help of the services at the WFC she would get a job.

Jill reported that she loves her new job—even better than what she was doing in the past. She stated, "I made more money, but I was stressed out every day. When I leave work at night, I no longer take my job home with me. I love the owners." Jill is very pleased with her career change and feels that this is really a good fit for her.

Dislocated Worker program counselors in WorkForce Centers are the firsthand witnesses to the long-lasting aftermath of an economic recession. State administrative staff, program leaders, and managers continue to work together to support those enduring long-term unemployment along with those who are in the midst of a recent layoff. Minnesota remains committed to living up to a reputation of high standards of service, successful program co-enrollment, and full maximization of resources that results in exceeding negotiated program performance goals.

## ADULT PROGRAM

### Challenges and Vision

Serving as a safety net and added support for adults seeking to strengthen their attachment to the labor force, the WIA Title 1-B Adult program serves a vital purpose – one that often goes without much recognition. Minnesota’s program provides employment and training assistance to those most in need, prioritizing individuals who receive public assistance, individuals living with low incomes, and veterans within these groups. Just as Minnesota supports partnerships that help young people and workers who have been laid off, service providers also offer high quality services to support those who have struggled in their attachment to the labor force.

Minnesota seeks to offer consistent and outstanding service for these individuals by:

- Ensuring coordination of state and local services;
- Connecting adults with the resources they need to achieve sustainable, well-paying employment;
- Fostering a positive environment to encourage adults as they seek jobs to strengthen regional economies; and
- Exceeding negotiated program performance measures.

For each participant, the overarching goal is employment or enhancement of his or her occupation. Generally, participants can work to increase their earnings, retain employment, and diversify their occupational skills. Spanning program year 2010, Minnesota’s Adult program was greatly successful as counselors worked directly with 3,247 individuals. In addition to these individuals, thousands of other individuals accessed services available in the resource areas of WorkForce Centers throughout the state. The Adult program continues to offer specific and specialized training services to meet the needs of individuals living in regions facing diversifying economic needs.

### Services Offered and Provider Processes

Job seekers can participate in a preliminary assessment of skill levels, aptitudes, and abilities. Further, all WIA Adult program providers must make the following services available to customers:

- Access to current job openings via MinnesotaWorks.net;
- Training for skills necessary for in-demand jobs;
- Classroom training, including training for non-traditional positions;
- Entrepreneurial training;
- On-the-job training;
- Vocational and personal counseling;
- Labor market information;
- Detailed assessment tools;
- Supportive services;
- Resource Areas and equipment; and
- Referrals to other agencies.

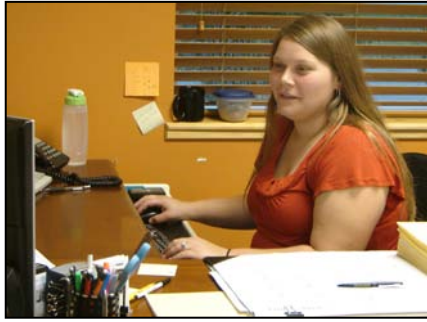
When an individual is in need of supportive services to assist in attaining larger employment goals, local service providers may offer creative or financial help with one or more of the following, provided the resources are available:

- Transportation;
- Family care;
- Health care;
- Housing or rental assistance;
- Emergency health insurance;
- Emergency financial assistance;
- Tools and clothing;
- Personal, financial, and legal counseling; and
- Needs-based payments.

## Success Story: Heather

Central Minnesota Jobs and Training, Inc. (CMJTS): OJT

Heather was earning \$13 an hour as a secretary for a general contractor. Due to the economic downturn and declining construction industry, she was laid off in November



2009 and spent the next several months searching for a job. Eventually, she visited the WorkForce Center in St. Cloud and enrolled in the WIA Adult program.

Due to the difficult economic climate, the company owner expressed hesitation in hiring an employee, but very much needed the help. Heritage Construction had worked with CMJTS in the past through an On-the-Job Training (OJT) placement and felt that the employee they hired at that time was an excellent fit. In February 2010, Heritage Construction in Elk River called CMJTS to post a job opening, hoping they would hire a WIA program participant. Heritage Construction needed someone to do more than simple clerical functions, and worked to train Heather in accounting and project management for the company. Availability of the OJT funding eased the concerns that the company had about hiring a new individual and paying for her training.

Shortly after posting the job, Heritage Construction hired Heather, where she started in a secretarial role at a wage of \$14.50 an hour. They trained her to do the accounting and project management for the company. Heather also received a customer service credential while she was in training on the job. She then moved into the role of office administrator and project manager at a new wage of \$19.50 an hour. She remains successful in her job and with the company, stating that she really enjoys her new job.

Heather stated, "The OJT helped me to be more employable, and aided the company in making the decision to hire me now, rather than to wait to hire someone else."

Heritage Construction reported: "Great program! The funds were very helpful for our business." They appreciated the help they received and it helped the company to move forward with hiring at a time when they were unsure whether they should.

## Program Organization

In each of the 16 local Workforce Service Areas housing Minnesota's 49 WorkForce Service Centers, a local Workforce Investment Board (WIB) has the authority to select the unique services that it will offer to its WIA Adult customers based on their needs and upon available resources. The WIB is also responsible for strategic planning, program oversight, and coordination of resources.

The WIA Title 1-B Adult Program continues to operate within the same team and management as the Dislocated Worker (DW) and Trade Adjustment Assistance (TAA) Programs. By working together, we are able to better coordinate policy design and state-level activities.

## Program Participants

With \$11,477,825 of funding for PY 2010, the Title 1-B Adult Program has been successful in exceeding three out of four of its annual performance goals as negotiated with DOL, serving 3,247 individuals as they sought to obtain or improve their employment.

During PY 2010, 75 percent of Adult program participants were not employed at the time of initial service (table 1). Nearly 25 percent of participants were claiming unemployment insurance benefits. Likely due to a sluggish economy nationwide, we anticipate this barrier to remain this significant through forthcoming program years.

Single parents comprise a large portion of our Adult program participants; during PY 2010, 26.5 percent were raising children as a single parent. Overall, eight percent of participants were living with a disability presenting a barrier to self-sufficiency. Over 34 percent of participants were receiving some form of public assistance.

## Performance Evaluation

Each year, DEED and each applicable program negotiate performance standards with US DOL. Minnesota uses several tracking tools and designated performance staff members to follow program performance during the year, allowing us to better understand the economic climate in each region. We also use these tools to award incentive dollars to our service providers. Administrators of Minnesota's Adult program, together with representatives from the DW program and TAA team, work to determine program performance and strategies to better serve customers. Constant attention to program performance and adherence to program plans allows program managers to address the most pressing needs, identifying new trends before they create challenges for our customers. Each WSA plans accordingly and strives to meet, if not exceed, the negotiated performance standard.

The WIA Title 1-B Adult program performance measures include four criteria: the rate of customers entering employment, the rate of customers keeping these jobs for at least six

months, the rate of customers receiving a credential following completion of the program, and the customer's average earnings for six months after exit. Program managers propose levels of performance based on past performance, the Government Performance and Results Act goals, and national comparisons, factoring in various economic factors to ensure that we are not setting unrealistically high or low goals. The steadying economy and gradual increase in the number of new jobs available led Minnesota to retain the same performance standards as those we exceeded in PY 2009.

## Brief Discussion: Cost Benefit Analysis

In PY 2011, Minnesota expended a total of \$11,477,825 WIA and ARRA Adult program dollars, serving 236,634 individuals (table M), averaging **\$47.11 per customer in services**. Of those 236,634 individuals, 3,247 enrolled in the WIA Adult program to access core and intensive services and to seek training.

As previously mentioned, the intangible benefits far outweigh any costs and are often difficult to quantify. Reduced spending on public assistance, UI, childcare, state-funded health insurance, and incarceration are only a few of the positive impacts of the WIA Adult program. Minnesota commits to fully developing a reputable ROI model.

In addition to working on the ROI model, DEED staff in Minnesota are working to create a better cost-benefit analysis for the WIA Adult program that would better isolate funding sources to demonstrate the cost per participant of those who specifically pursue training and enter employment, and other services.

Characteristic	PY 2008	PY 2009	PY 2010
Customers served	2,599	4,000	3,247
Not employed at time of initial service	74.3%	74.1%	75.0%
Receiving unemployment insurance benefits at time of initial service	11.8%	20.6%	24.6%
Receiving some form of public assistance	28.8%	28.7%	34.3%
Not yet high school graduate at time of initial service	8.9%	8.5%	8.4%
Single parent	28.3%	26.5%	29.3%
Veteran	2.2%	2.2%	2.4%
Living with a disability which presents a barrier to self-sufficiency	9.0%	7.7%	7.0%
Older worker, age 55+	6.7%	6.6%	7.5%
Limited English-speaking ability	5.7%	5.5%	4.5%

Data derived from MN Performs on August 19, 2011

## Success Story: Becca

Rural Minnesota Concentrated Employment Program, Inc.

My name is Becca Thomas; being a police officer has always been my dream. When my second year of college came around, I was not going to be able to afford the tuition to continue my education, as I was working 20 hours a week in a security position, earning \$8 an hour. I was told to get in contact with the Minnesota WorkForce Center in case they had extra funding available for seniors.



I had completed two years of college when I was in high school, and it was now paying off in a big way. Through the Workforce Investment Act (WIA) Adult program I was able to get my senior year paid for. That is, they helped fund my tuition, books, and fees. I continued to work during this time for Campus Security to pay the rest of my bills. When I was nearing the end of the school year, I was pleasantly surprised with the offer for assistance while I went to Skills, the clinical portion of my education. I was able to get assistance again with tuition, books, and fees, along with a portion of my housing. Because this happened, I did not have to immediately look for a temporary job, freeing my weekends while I was at Skills. This opened me up to be able to apply at the department I wanted to build my career at. I was given the opportunity to work as a Community Service Officer at the Elk River Police Department. I worked part time on the weekends and continued to go to Skills during the week. Had I not had the assistance from the WIA Adult Program, I would not have been able to take the job because of the added expense of traveling, as I would not have been able to hold down another job with everything else.

I am still working full-time as a Community Service Officer earning \$14 an hour, and now have fringe benefits. I have ambitions to move up and into the Patrol Officer position in the near future. With the help of this program, I was able to further my education, continue gaining the necessary experience, and also have time to be myself and give back to the community. This was truly a blessing and I appreciate everything they did to help me along the way.

## Performance Results

The state of Minnesota met and exceeded all four performance standards with its Adult program participants. For the WIA Title 1-B programs, the upper limit of the performance range is meeting 100 percent of the negotiated level of performance for that measure, while the lower limit of the range is 80 percent of the negotiated level of performance. As recommended, Minnesota uses the negotiated levels of performance to galvanize continuous improvement and enhance our customer satisfaction.

Of the 16 WSAs, 13 met all four negotiated performance standards as outlined by US DOL for the Adult program. Of these, four exceeded all of these performance standards. These core requirements include an 80 percent rate of participants entering employment, 80 percent retaining employment for six months or longer, average semi-annual earnings of \$10,800 for each participant, and 66 percent of participants earning credentials (Table 2). In addition to the 13 WSAs meeting all four of their performance goals, six exceeded three out of four of their standards. One WSA exceeded two, met one, and did not meet one of the standards. One WSA met two and did not meet the other two standards.

**Table 2: Minnesota exceeded three out of four WIA Adult Program Measures, meeting the fourth Statewide Adult Program Performance Results, PY 2010**

Adult Program Performance Measure	PY 2010 Standard <sup>1</sup>	PY 2010 Result	PY 2010 Target Ratio <sup>2</sup>
Customers Served	-	3,247	-
Entered Employment Rate	80.0%	77.7%	97.1%
Employment Retention	80.0%	85.5%	106.8%
Average Annual Earnings	\$10,800	\$13,144.40	121.7%
Credential and Employment Rate	66.0%	69.0%	104.5%

<sup>1</sup>Standards are negotiated with the U.S. Department of Labor

<sup>2</sup>PY 2010 Target Ratio = PY 2010 actual performance level divided by PY 2010 negotiated performance standard, multiplied by 100.

## Accomplishments from Program Year 2010

- Serving 3,247 customers, the Adult program remains a fail-safe avenue to support job seekers and, in increasing numbers, working learners.** Available through all economic climates, the Adult program offers consistent, unwavering resources to those seeking to strengthen their attachment to the workforce. As Minnesota strengthens the FastTRAC framework, WIA Adult program participants will benefit from ongoing series of short-term training, increasing the likelihood that those who work will enhance his or her position, turning day-to-day jobs into careers.
- Serving more than 500 individuals, FastTRAC has made several critical strides in Minnesota over the past program year, especially for some WIA Title 1-B Adult program participants.** Launched in 2007, FastTRAC has become Minnesota's framework for statewide improvement of adults' occupational skills. This program integrates resources of workforce development, higher education and Adult Basic Education (ABE) entities into a new approach that helps eliminate academic barriers that keep many low-skilled adults from obtaining occupational goals. The purpose of FastTRAC is to improve education and employment outcomes of adult Minnesotans, particularly the adults who lack the basic and foundational skills to enter and complete post-secondary education.
- By the end of June, Adult program administrators worked to balance and close out stimulus funding provided by the American Recovery and Reinvestment Act (ARRA).** DEED continued appropriate co-enrollment policies and provided a streamlined case management system within Workforce One, our customer tracking system, for local partners to provide seamless service to customers in the program. At the close of PY 2010, all ARRA Adult program participants had either exited from the program or continued service through a different available funding source.

## Success Story: Kim

Southwest Minnesota Private Industry Council, Inc.

At age 50, I found myself left with no job and no money after separating from my husband. I supported my teenage daughter and myself by caretaking the apartment complex in which I resided, which helped me to pay the rent, but it did not take long to determine that this would not be enough to support my teenage daughter and myself.



I began noticing a lot of job openings for Certified Nursing Assistants, and thought, "That would be the perfect job for me!" After all, I was a stay at home mother for most of my children's lives, and I knew how to take care of people with sympathy and compassion. I found out that the WorkForce Center might be able to help me get the training I needed to get the job as a CNA. I was approved for the training, passed the test, and became a Certified Nursing Assistant. The instructor of the class thought I had done so well in class that she recommended that the Director of Nursing hire me.

I was called a few days later and was asked if I would like to work at the Granite Falls Manor. I didn't even have to apply for the job! I started working right away, caring for elderly residents in the Manor. I am rewarded each day with the thought of helping these people who have a hard time helping themselves. Things came together so quickly for me, and I was on my feet in no time.

Without the help of the WIA Adult program, I would never have been able to come up with the funding to pay for the course and test. I feel so grateful, and my life is better than ever. I can pay all my bills, have not had to go to the county for any more assistance, and have health insurance through my employer, which is a first for me, since my husband had always worked. I am able to provide for my daughter, pay my rent, and I still have money left over – I have a life of my own! I went from having \$50 in my pocket, and only a rent credit, to working nearly full time hours with great benefits. This has significantly changed my life for the better. I could never thank the staff and the program coordinators enough for providing me with an opportunity that seemed unreachable on my own.

Life is good, and will only get better from here. Thanks again!

- **Over 250 Title I-B Adult program counselors across the state participated in a professional development opportunity at the most recent Job Seeker Counselor Conference.** This conference integrated peer learning and networking opportunities for counselors from multiple employment and training programs, and increased the state's ongoing investment in counselor skills and knowledge.
- **Transferring \$130,000, our providers were able to address continued high demand for job seeker services thanks to WIA Adult resources.** Through the extension of a WIA waiver, two WSAs transferred \$130,000 of funding from DW to Adult, recognizing the on-going demand to assist people in job enhancement and training. Two different providers located in the Twin Cities metropolitan area transferred a total of \$618,136 from the Adult program to DW, working to serve a larger number of individuals who have recently been laid off. This flexibility has enhanced Minnesota's ability to meet and exceed performance goals for both programs.

## Success Story: April

### South Central Workforce Council

*April was enrolled in the Workforce Investment Act Adult Program and pursued training at South Central College for Information Technology. April had many challenges along the way, including being a single mother of two sons and also caring for her pre-teen brother. April struggled with unreliable transportation while attending training, taking the bus to college most of the time, which is not very convenient. April did not let these barriers get in the way, accessing services to help her in meeting her goal. She remained positive even when it seemed like nothing was going right. April's smile and attitude can brighten anyone's day!*

*April graduated in May 2010 with a double major in Information systems and Networking Services. Her professor encouraged her to apply for a position with Coughlan Companies, where she was eventually hired as a service desk analyst shortly after graduation. April has been working for the company for a year and loves her job! Congratulations April on all your accomplishments!*

## Looking ahead to the WIA Adult Program in PY 2011

The WIA Title 1-B Adult program exists to serve individuals who have limited connections to the workforce and have historically struggled with finding and maintaining employment. These goals translate to a very diverse constituency. Further, local service providers have widely varying implementation strategies. Nevertheless, Minnesota's WIA Adult program has several overarching goals:

- **Focus on Stackable, Flexible Credentials**  
Through the recently launched FastTRAC program, service providers in Minnesota plan to continue integrating multiple program resources to better serve our Adult program customers, seeking to eliminate the academic barriers that prevent many adults from obtaining occupational credentials and jobs that would accompany such training.
- **Continued work on a Sustainable, Comparable Return on Investment Model**  
Minnesota strongly believes in providing accurate, comparable data based on peer-reviewed models that will stand the test of time and provide clear, concise data. Following nearly two years of research and discussion, ROI developers are working with real data provided by program staff to better analyze varying options for the model.
- **Continued integration with Dislocated Worker and Trade Adjustment Assistance**  
Customers who enter WorkForce Centers seeking help should not have to worry about differing program names and bureaucratic complications. The more Title I-B Adult, Dislocated Worker, and Trade Adjustment Assistance work together, the better. While already a pioneer of such integration, Minnesota can and will seek ways to do more.



We are reworking our policies to make them as consistent with Dislocated Worker and Trade Adjustment Assistance as possible.

- **A specific track at next year's job seeker counselor conference**

Counselors may always benefit from program-specific professional development. Our primary avenue for this work is the annual Job Seeker Counselor Conference which will implement specific sessions tailored to such needs – while continuing to encourage efforts for integration.

- **Big Picture Analysis – Continued work with the Regression Model**

Minnesota was chosen as one of 10 states to participate in US DOL's regression model, designed in part with the Upjohn Institute. Through this model, Minnesota will acquire a new understanding of its evolving labor force as it provides critical data to assist in designing new programs and customer service models.

- **Improved Performance**

While some areas of the state struggle to meet standards in a tough economy, Minnesota believes that we can continue to meet and exceed our negotiated performance standards. A combination of continued counselor development, general policy review, and other technical assistance efforts will assist service providers as we work with these customers.

## YOUTH SERVICES

### Youth Vision and Priorities

Minnesota supports partnerships that help young people - the future workforce – attain the skills, knowledge and aptitudes to become productive workers. Even during tough economic times, Minnesota’s youth workforce system strives to improve youth outcomes.

Minnesota's vision for services to youth includes:

- Coordination of resources at the state and regional level;
- Connecting youth with quality educational and employment opportunities;
- Creating a positive environment for in-demand jobs important to regional economies; and
- Performance accountability.

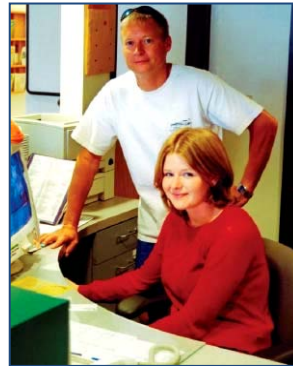
Cost effective youth services reduce future costs of out-of-home placement, public assistance and the juvenile justice system, and:

- Exposure to work/careers in high school improves employment prospects and short, medium and long-term earnings.
- Teens in low-income families have the least access to jobs, especially jobs that combine part-time work and school.
- Work experience and work-related education have clear employment and income benefits for low-income youth/families.

Minnesota’s PY 2010 WIA Youth Program served 5,021 youth. Minnesota’s youth unemployment rate was 22 percent in 2010 for all youth, and double that number for youth from communities of color. Minnesota's neediest youth face obstacles to reaching current and future job demands. In PY 2010, 41 percent of the youth served under WIA had a disability; 27 percent were from families receiving public assistance, and 20 percent were system-involved youth (foster youth or juvenile offenders). In PY 2010, 40 percent of the 5,021 youth served under WIA were from communities of color.

## Success Story: Jennifer

### Northeast Minnesota Office of Job Training



*Jennifer, age 17, spent time in foster care and in a juvenile detention center in Northeast Minnesota. She did not want to finish high school before she met career counselor Judy Lundquist from the Northeast Minnesota Office of Job Training. Through her participation in the WIA Youth Program, Jennifer*

*learned job skills ranging from computers to working with people and “everything about holding a job.” Jennifer worked at First Call for Help for one year and secured her high school diploma.*

*Jennifer plans to study criminal justice at North Hennepin Community College. She plans to transfer to Metro State in St. Paul to complete her degree (with a minor in child psychology). “I don’t know where I would be without the WIA Youth Program,” Jennifer said. “It means a lot to me. I’ve been in the system a lot and I want to help kids who are going through what I did.” After meeting Jennifer, Itasca County Commissioner and Local Official Board member Rusty Eichorn said: “I’ve seen kids from very challenging backgrounds that normally would have not had this opportunity. The WIA Youth Program provides excellent opportunity for youth in Northeast Minnesota to develop skills and prepare for continued education and the workforce.”*

#### Quote From Youth Participant

“Because I am a single mom it is hard for me to find work. With this program I was able to find work at a site that could work around the hours that I had day care, and now I have a good reference when I apply for jobs.”

#### Quote From Worksite Supervisor

“Wonderful opportunity for Minnesota’s youth to explore career options and gain valuable work experience.”

## Services

Youth participants have access to work experience including in-demand occupations such as health care, along with aid in the form of tuition assistance and transportation. Emphasis is placed on career planning at the high school level and regional planning to meet employer needs and interests.

LWIBs and Youth Councils provide leadership by serving as a catalyst to connect youth with quality secondary and post-secondary educational opportunities and prepare youth to compete for new jobs important for regional economies. Youth service providers prioritize services to those who are most in need and develop a mix of services based on an assessment of each youth. Short-term goals are updated and reassessed as the participant moves through the program. Long-term goals relate to educational attainment and placement in employment, education and/or training. Different populations of youth have different needs. Language and cultural issues are a factor in designing and providing quality services.

LWIBs and Youth Councils make the following 10 required youth program elements available:

- Paid and unpaid work experiences and internships;
- Adult mentoring;
- Leadership development;
- Occupational skills training;
- Alternative secondary school services;
- Comprehensive guidance and counseling;
- Support services;
- Summer employment opportunities;
- Tutoring, study skills training/dropout prevention strategies; and
- Follow-up services.

### Quote from Worksite Supervisor

*"The opportunity to mentor and train someone is great!"*

## Success Story: Cedrick

### Ramsey County Workforce Solutions



Cedrick is 21 years old and has been enrolled in Workforce Solutions YouthLEAD Programs for two years. Cedrick and his mother were to be evicted from their housing, and he didn't

know where his next meal was coming from. Cedrick was on probation, and he had not yet completed high school because he was short one credit from the White Bear Area Learning Center.

Cedrick did not have a home phone so it was hard for him to keep in touch. YouthLEAD completed a needs assessment and worked toward getting Cedrick out of crisis mode and establishing some stability. With the assistance of a YouthLEAD program specialist, he was able to obtain counseling and needed support services to help with food and other basic needs. Cedrick worked with YouthLEAD staff on job-seeking skills which included a practice application and career assessments. The outcome of his interest assessment indicated the areas of photography and writing. It is his dream to work for National Geographic as a photographer when he finishes college. Cedrick completed his high school diploma and is now attending Art Institute International Minnesota.

Cedrick purchased a used camera through National Camera Exchange. He calls it his best friend and says he never leaves home without it. Cedrick is employed at St. Paul Youth Services where he is able to put his newly acquired expertise with the camera and his writing skills to good use, photographing community events and creating agency brochures. St. Paul Youth Services is thrilled to have him on their team and appreciate his fresh ideas. In his words: "Literally I grew as a person while in this program. I am who I am today because of the help of Workforce Solutions YouthLEAD Program."

## Benefits of WIA Youth Employment Programs

WIA Youth programs engage an extremely disadvantaged group of young men and women. Youth participants have multiple challenges such as substance abuse, criminal records and mental health issues, in addition to being poor. Preparing youth for the workplace can take many forms. Meaningful work experiences provide youth with invaluable opportunities to learn about careers and to gain the skills necessary to succeed in the workplace.

Benefits of participation in youth employment activities include:

- Hands-on learning strategies to improve youth grades, attendance and graduation rates. Applied learning increases youth engagement, as well as access to post-secondary education.
- Participants have an awareness of skills and competencies needed to satisfy employer requirements.
- Participants are highly positive about their program experiences. They remark on the high quality of youth workers who "stick with them" until they understand a concept or a problem, and worksite supervisors who were mentors.
- Sets high expectations and high standards of responsibility, respect and hard work. The high expectations, combined with support from staff, create an environment where real and sustained growth can take place.
- Work experience with tangible results is valued by youth participants and is a reminder to the community of the value of the contributions of these young people.
- Connects disadvantaged youth to other community resources and provides community service and leadership opportunities.

### Examples of Summer Jobs Under the WIA Youth Recovery Act

*Landscaping, manufacturing, teacher's aide, health care worker, property maintenance, animal care, construction, painter, library assistant, pharmacy aide, child care worker, cosmetology assistant, resort worker, greenhouses, parks and recreation worker, recycling facility employer, receptionist, engineering assistant, laborer, grounds keeper, retail, forest worker, wood worker, store manager, physical therapy aide, street maintenance worker, payroll accountant, energy audit surveyor, marketing assistant, auto body trainee, housekeeping aide, water treatment plant helper, radio station DJ aide, bike repair, certified nursing assistant, tutor, baker's aide, museum aide, senior care, customer service representative, electrician apprentice, park maintenance, weatherization worker, computer lab assistant, custodial worker, horticulture assistant.*

### Quote From Youth Participant

*"The most rewarding thing was helping my family with the money I earned."*

DEED's website includes positive media coverage and success stories that focus on the achievements of Minnesota's WIA Youth participants (see: [http://www.positivelyminnesota.com/All\\_Programs\\_Services/Office\\_of\\_Youth\\_Development/Media\\_Coverage\\_Success\\_Stories/index.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/Media_Coverage_Success_Stories/index.aspx)).

### Best Practice from Southeast Minnesota – Workforce Development, Inc.

*The Summer Readers Program in Rochester offers at-risk youth the opportunity to try out the "teacher assistant" career for the summer. Under the supervision of a certified elementary teacher, youth help to design and prepare for summer enrichment activities for elementary students struggling with language, literacy or math issues.*

## Impact of the WIA Youth Recovery Act

The Recovery Act funding allowed Minnesota to almost triple the number of youth who had job opportunities at a time when unemployment rates among young people in Minnesota were at the highest level in a generation. Employers provided a safe, nurturing work environment for youth. Earnings were infused into local communities and youth were exposed to viable career paths in targeted industries such as health care, green-related work, manufacturing, information technology and construction. Under the Recovery Act, participation rates increased for youth ages 22 to 24, who had either dropped out of school or graduated but had no post-secondary training. Many of the 22 to 24 year olds served under the Youth Recovery Act had never worked before. The Recovery Act resources allowed LWIBs to help these young adults get on track and prepare to move into a career. Many new worksites came on board as a result of the Recovery Act, and WSAs were able to develop work experiences that related to the youth's post-secondary schooling or employment path. For more information on the WIA Youth Recovery Act, see:

[http://www.positivelyminnesota.com/All\\_Programs\\_Services/Office\\_of\\_Youth\\_Development/WIA\\_Youth\\_Recovery\\_Act\\_Reports/index.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/WIA_Youth_Recovery_Act_Reports/index.aspx)

## Minnesota Youth Program (MYP)

Thanks to the Minnesota Legislature's investment in the Minnesota Youth Program, operated under the oversight of the LWIBs/Youth Councils, our state had the infrastructure in place to deliver the statewide summer jobs program funded under the Recovery Act. Then in the summer of 2010, state MYP funds were used to leverage TANF Emergency Contingency Funds. In recent years, when unemployment rates among Minnesota youth were at the highest level in a generation, the \$3.5 million investment in MYP resulted in services to an additional 3,500 at-risk youth each

year. Each state dollar invested in MYP yields a return on investment of \$4.25. For more information on the Minnesota Youth Program, see: [http://www.positivelyminnesota.com/All\\_Programs\\_Services/Office\\_of\\_Youth\\_Development/Programs\\_for\\_At-RiskYouth/Minnesota\\_Youth\\_Program.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/Programs_for_At-RiskYouth/Minnesota_Youth_Program.aspx).

## Success Story: Camp Rabideau

Rural Minnesota CEP, Inc.



Rural Minnesota CEP received statewide discretionary funding from DEED under the WIA Youth Recovery Act to supplement wages for youth to work with the U.S. Forest Service at Camp Rabideau in Blackduck, Minnesota. The partners included the Leech

Lake Band of Ojibwe, Cass Lake/Bena School District, and the U.S. Forest Service. Rabideau Conservation Academy and Learning Center is a former Civilian Conservation Corps (CCC) camp. Youth participants began a career portfolio exploring careers in the Forest Service and conservation.

Participants were at-risk and involved with the juvenile justice system. All participants attended the Cass Lake Area Learning Center (ALC) and 50 percent were Native American youth. Youth received career assessment and career planning assistance through the Leech Lake Youth Advisor Project. All youth received information on post-secondary education and financial aid, including tours of Itasca Community College, Northwest Technical College, Northland Community and Technical College and Leech Lake Tribal College.

Classroom instruction was incorporated into the daily work activities. The U.S. Forest Service, Cass Lake ALC and the school district worked together to develop curriculum for the project, combining academic instruction with learning on the job site. Youth participants designed and built solar heaters that can be used to heat the greenhouse at Camp Rabideau. The solar heaters built by youth workers were made from donated recycled materials.

Youth were instructed in safety techniques in preparation for their work in the restoration of buildings on the site. All 21 youth attained work readiness goals and five participants received basic firefighting training and certification. One youth was offered a job by the Forest Service.

## Providers

Minnesota’s LWIBs provide services through a network of public and private nonprofit youth service providers and WorkForce Centers. Workforce Service Areas (WSAs) offer youth services as specified in their Integrated Local Service Plans under WIA. Youth service providers are held accountable to the LWIB and Youth Council, which are responsible for strategic planning, program oversight, coordination of resources, and selection of youth service providers.

DEED's Office of Youth Development emphasizes local flexibility in designing the mix of youth services. DEED's network of business services specialists serve as liaisons between the business community and the workforce development system, helping to identify the needs of local employers. Strong relationships between the partner agencies in the local WorkForce Centers provide ease of access and referral between programs.

Successful implementation of youth programs relies on the availability of coordinated services for Minnesota’s neediest youth. The Local Workforce Investment Boards (LWIBs) and Youth Councils help to ensure collaboration across agencies responsible for workforce development, education, social services, corrections, housing, health, Rehabilitation Services, State Services for the Blind, Job Corps, the business community and Chambers of Commerce. Collaborative efforts lead to shared outcomes for all youth-serving partners.

### Best Practice – Anoka County

*Youth staff developed a Parent Handbook that introduces parents to the Anoka County Youth Program, outlines participant and worksite expectations, attendance policy, payroll information, and workers compensation, and provides contact information. The Parent Handbook complements the Youth Handbook.*

## Success Story: Alicia

### Stearns-Benton Employment and Training Council



*Being a parent, working part-time and attending school full-time has been challenging. My daughter was born when I was a senior in high school. I always wanted to be a nurse. I enrolled at St. Cloud Technical and Community College and studied*

*to become a licensed practical nurse. I learned about the WIA Youth Program available through Stearns-Benton Employment and Training Council located at the WorkForce Center in St. Cloud. I met with a career planner and found that I would be able to remain in school. The WIA Youth Program helped me with school costs like books, uniforms, lab kits and license fees. My career planner listened and coached me through the steps that I needed to continue my career pathway and reach my goals. I graduated with a degree in Practical Nursing and passed my Minnesota Board of Nursing Exam. I am working full-time in the Mental Health Department at the Veterans Affairs Health Care System in St. Cloud, Minnesota. When I thought all hope was lost, my career planner helped me figure out a plan so I could continue my education. I would not have accomplished this without the WIA Youth Program.*

### Best Practice from Stearns-Benton Employment and Training Council

*CareerONE is available to youth served under WIA. Services include assessment, career exploration focused on targeted industries and green jobs, journaling and reflection, team building, academic enrichment, workplace safety, and reality budgeting. All youth services are provided in the context of Workforce “U”, a training system developed in conjunction with local employers and community partners.*

### Quote from Youth Participant

*“The best part of my experience was working for an amazing company and being around polite people.”*

## Work Readiness Training

Youth programs have significant impact in preparing youth for the workforce with relevant skills and knowledge for the future. Youth have hands-on opportunities to apply skills they learn in the classroom:

- **Inquiry:** Fostering a curiosity and desire in youth to develop new skills and to explore new areas, such as green jobs.
- **Technology:** Exploring and becoming familiar with current technologies.
- **Science, Engineering and Math Skills:** Practicing vital skills to enhance mastery
- **Decision Making and Daily Living:** Learning important time management skills and practicing decision making.
- **Interaction with Others:** Working with diverse groups of people and learning how to work together to reach goals.
- **Positive Attitudes and Behaviors:** Teaching young people about the importance of attitude in the workforce, about being on time and having the confidence to solve problems.

Youth service providers integrated work experiences with related work readiness training and leadership development. Work readiness topics focus on training content areas like:

- **Foundation skills** such as communication skills, teamwork, decision making, problem solving, conflict resolution, work habits, customer service, responsibility, appearance, integrity, leadership and time management.
- **Job-seeking skills** such as portfolio-building (resumes, cover letters, references), job applications, entrepreneurship, interviewing, networking, and transition planning into unsubsidized jobs.
- **Career planning** including career assessments and options for continued education.
- **Financial literacy** such as budgeting, use of credit, opening of bank accounts.

- **Industry-specific training** relevant to the work experience.
- **Basic skills** including math, reading and computer literacy.

## Success Story: Emil

Duluth Youth Employment Services –Y.E.S. Duluth



Emil came to Youth Employment Services (YES) Duluth after dropping out of school, wanting to get his GED. He occasionally would come to class but his attendance was poor. He was offered a work experience and showed up every day. He

would be a good worker, but never had the confidence to take the tests for his GED. After working as a crew leader last summer, he demonstrated great leadership qualities and was assigned more responsibility. He also realized that completing his GED would open many opportunities. Emil worked hard and achieved the first of many successes. He was hired at his work experience private business site and, with the help of the YES Duluth teacher, has passed his GED. YES Duluth helped him with his financial aid, and he is looking at enrolling at Lake Superior College next semester. Emil says, “YES Duluth helped me with everything. When I needed a ride they would pick me up. Without the teacher tutoring me, I never would have gotten my GED. This program just opened my eyes to all the possibilities available. I got bus passes from YES Duluth - they paid for my GED tests and would listen to me when I needed someone. They even helped me with college.”

### Quote from Parent

“It was great to have her work for a company where she could make a difference locally as well as gain work experience.”

## Youth Councils

Youth Councils are multi-sector local partnerships involved in shared decision making, community education and awareness, resource mapping, youth-centered planning, program development and capacity building. Youth Councils:

- Assure that the youth services strategy fits into the overall vision and strategic direction for the workforce development established by the LWIB.
- Assure that youth from all backgrounds can access a variety of services. Foster youth and foster parents are represented on the Youth Councils.
- Promote effective learning environments linking education and employment, leadership development, nurturing mentors and sustained support for at-risk youth.
- Offer independent-living-skills training and focus groups aimed at youth aging out of foster care and youth transitioning back to the community after being incarcerated.
- Reconnect out-of-school youth who enter the youth workforce system to an educational program where they earn a high school diploma and transition to post-secondary training.

## Youth Council Resource Guide

Minnesota developed a Youth Council Resource Guide, which is a compilation of best practices providing a snapshot of cooperative youth partnerships underway in Minnesota's 16 Workforce Service Areas. See:

[http://www.positivelyminnesota.com/Programs\\_Services/Youth\\_Services/PDF/YouthCouncilGuide.pdf](http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/YouthCouncilGuide.pdf)

### Quote from Youth Participant

*"I learned so much. This experience is going to help me apply what I learned at school."*

## Success Story: William

**Northwest Minnesota Private Industry Council/Inter-County Community Action Council**



William grew up in the small town of Newfolden. He had just completed his first semester of college at Northland Community and Technical College (NCTC) in Thief River Falls when he heard about the WIA Youth Program.

Willie's goal was to earn a Criminal Justice Degree and become a police officer.

Willie began working with a job training specialist, Jenny Person, from Inter County Community Council (ICCC) in Oklee, Minnesota. The WIA Youth Program helped Willie with college tuition, provided supportive service funds and paid for Willie to take a "Preparing for the POST Exam" course, and arranged for his Internship with the Norman County Sheriff's Department.

When Jenny spoke to Willie about his Internship, he stated, "I absolutely love it! I can't imagine doing anything else." William will graduate from the Criminal Justice Program at NCTC with a Criminal Justice Law Enforcement Degree. He has already started applying for positions in the area and, this summer, will be working as a security guard for the Norman County Fair.

## Best Practice from Rural Minnesota CEP

Thanks to Recovery Act resources, Rural CEP developed new work sites for youth in the private sector where youth secured hands-on career related work experiences in their field of interest. Many youth who successfully completed their work experience were hired permanently by the employer at the end of the summer.

## Best Practice - Southeast Workforce Development, Inc.

Southeast WDI, Inc. used statewide WIA Youth Discretionary funds to develop the Career Connect E-Newsletter, see: [http://www.positivelyminnesota.com/Programs\\_Services/Youth\\_Services/Shared\\_Youth\\_Vision/Inter-Agency\\_Projects/wsao8CareerConnectNewsletterMay2011.pdf](http://www.positivelyminnesota.com/Programs_Services/Youth_Services/Shared_Youth_Vision/Inter-Agency_Projects/wsao8CareerConnectNewsletterMay2011.pdf)



## Performance Results

Minnesota’s WIA Youth Program served 5,021 youth in PY 2010. WSA results are included in Table O, beginning on page 49. All 16 WSAs met or exceeded planned levels of performance for PY 2010 WIA Youth performance measures.

**Table 5:  
Minnesota Exceeded ALL WIA Youth Statewide  
PY2010 Youth Performance Measures**

Performance Measure	PY 2010 Target <sup>1</sup>	PY 2010 Result	PY 2010 Target Ratio <sup>2</sup>
Younger Youth Skill Attainment	90.0%	92.8%	103.1%
Younger Youth Diploma/ Equivalent Attainment	75.0%	88.4%	117.9%
Younger Youth Placement and Retention	70.0%	80.2%	114.6%
Older Youth Placement	75.0%	77.5%	103.3%
Older Youth Retention	78.0%	87.0%	111.5%
Older Youth Wage Gain	\$3,800	\$4,942	130.0%
Older Youth Credential	55.0%	61.6%	112.0%

<sup>1</sup>Standards negotiated with the U.S. Department of Labor.

<sup>2</sup>PY 2010 Target Ratio = PY 2010 actual performance level (i.e., Result) divided by PY 2010 negotiated performance level (i.e., Target), multiplied by 100.

## Performance Evaluation

A summary comparison of Minnesota WIA Youth versus National WIA Performance data is available on DEED’s website:

[http://www.positivelyminnesota.com/Programs\\_Services/Youth\\_Services/PDF/WIA\\_Perform\\_MNvsUS.pdf](http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/WIA_Perform_MNvsUS.pdf)

## Success Story: Indiana

### Southwest Minnesota Private Industry Council



Indiana relocated to Marshall, Minnesota after being expelled from school in Willmar. He enrolled in an alternative learning center (Marshall East Campus) and was referred to the Southwest Minnesota Private Industry Council for WIA services. Through the WIA Youth Program, Indiana was able to complete his

required community work service hours as well as make payments towards outstanding fines. Indiana began to struggle with school and was later expelled. The Southwest Youth Team wrote up a contract with Indiana, stating that within one week he would enroll in GED classes and his attendance would be reported back to the Youth Team. Indiana never missed a day of class and received his GED in May 2011.

Through the Southwest Minnesota Private Industry Council, Indiana participated in workshops on interviewing skills and employability skills and participated in a work experience through the Prairie Pride/Tires Plus in Marshall. His bilingual skills in English and Spanish were a tremendous asset to the local employer who said: “He is helping us maintain and even bring in new customers by being able to communicate with customers that we would not have been able to help because of the language barrier. He has customers asking for him when they walk in the door.” Indiana entered unsubsidized employment working full-time as a tire technician in May 2011. Prairie Pride/Tires Plus has asked Indiana to do a radio advertisement for the company in Spanish in July. He plans to enroll in school in spring 2012 to become a mechanic.

## Best Practice from South Central Minnesota

Minnesota Valley Action Council (MVAC) includes financial fitness as a core component of the youth employment and training program. Financial literacy training included the establishment of savings accounts for all youth.

## Incentives to Serve At-Risk Youth

Minnesota used ARRA and regular WIA youth statewide discretionary funds as an incentive to increase services to at-risk youth populations through the Local Workforce Investment Boards/Youth Councils. Statewide discretionary funding was available for summer and year-round activities. The investment resulted in increased services to teen parents, juvenile offenders, foster youth, homeless and runaway youth, Native Americans, youth with disabilities, older out-of-school youth and other hard to serve youth groups identified by the LWIB/Youth Council. Nearly 95 percent of the youth participants successfully completed their individualized work readiness goals and Minnesota WSAs met or exceeded the statewide youth performance goals again in 2010.

DEED negotiates local youth performance goals with the LWIBs individually as a part of the local planning process. DEED considered such factors as local labor market conditions, customer characteristics, and whether the LWIB planned to target hard to serve youth populations. DEED's youth incentive policy established criteria for rewarding WSAs that met or exceeded local performance goals.

## Core Youth Services/Outreach to Schools

Minnesota used regular WIA youth statewide discretionary funds to provide "core youth services" through the LWIBs/Youth Councils. WSA Youth Staff and trained college interns assisted youth and families in traditional and alternative schools with career and labor market information, exploring post-secondary options and information about services available through the local WorkForce Centers and iSEEK, MinnesotaWorks.org, and regional career information websites. The project addressed an unmet need: innovative ways of delivering career and labor market information. Core partners included the WSAs, LWIBs, Youth Councils, WorkForce Centers, higher education, and local educational agencies.

Many WorkForce Centers have developed youth-friendly Drop-In Centers and Youth Zones, which provide core youth services to thousands of youth each year.

In 2009-10, 16,272 youth were served with an investment of \$161,980 of WIA youth statewide discretionary funds. Each federal dollar was matched by one local dollar (cash or in-kind). Interns earned academic credit and/or a wage or stipend for their work with over 220 local educational agencies and community-based organizations.

For more detailed information, see:

[http://www.positivelyminnesota.com/Programs\\_Services/Youth\\_Services/PDF/2009-10\\_OTsreport.pdf](http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/2009-10_OTsreport.pdf)

## Success Story: Raina

### Hennepin County



When Raina applied to the Youth Conservation Corps, she was hoping for placement in a day care center. Because she enjoys working with children, Raina feels at home with the five-days-a-week, four-hours-a-day schedule she maintains at La Crèche's Early Childhood Center in Minneapolis.

"Sometime it's overwhelming,"

Raina says, "but it's still worth it."

A recent graduate of Brooklyn Center High School, Raina has decided to become a pediatric nurse, a calling that will require about 10 more years of school. Raina is excited to start her education this fall at Minneapolis Community Technical College.

Raina's first official work experience was this summer with the Tree Trust Youth Conservation Corps. Along with developing her ability to work with children, identifying their needs and meeting them, Raina has also learned the importance of teamwork and communication. Come September, Raina begins her nursing education.

## Strengthened Partnerships to Leverage Resources and Opportunities

### 2010 TANF Summer Youth Program

DEED partnered with the Minnesota Department of Human Services and the Minnesota Workforce Council Association (MWCA) to secure a \$3.5 million grant from Health and Human Services to operate a TANF summer youth program in summer 2010. Nearly 3,000 youth were served:

- 93 percent of youth participants attained work readiness skills through the program.
- 48 percent of the wages earned were from private sector employers.
- 50 percent were from communities of color.
- 24 percent of youth had documented disabilities.

The TANF Emergency Contingency Funds (ECF) were only to be used for participant wages, so youth were co-enrolled in the WIA Youth Program or the Minnesota Youth Program to cover other costs. A waiver from DOL/ETA permitted youth to be co-enrolled in WIA during the summer months only.

### Best Practice from Anoka County

**Co-enrollment of Teen Parents:** The youth program benefits from an integrated service model with MFIP. The job counselors team with the youth counselors to enhance services to teen parents often through co-enrollment of teen parents in MFIP and MYP and/or WIA. This service model has proven successful in allowing teen parents to meet their required work participation rates, achieve their secondary education goal, and transition off of public assistance.

**Local Partnerships:** The youth staff have a mature partnership with two key partners serving at-risk youth: the Foster Unit of Anoka County and the local YMCA's Homeless Teen Program. These key partners work cooperatively with the youth staff and regularly refer youth. The youth employment plan incorporates the goals of the referring agency, and they collectively leverage resources to assist youth in reaching their goals.

### Teen Parent Year-Round Project

The Minnesota Department of Human Services partnered with DEED and the MWCA to provide work experience and a work-readiness training for teen parents enrolled in the Minnesota Family Investment Program (MFIP). Approximately 300 teen parents were served in 16 sites in this year-round initiative from August 2009 through September 2010. Fifty-two percent of participants were from communities of color. Ninety-two percent of participants developed work-readiness skills and successfully completed the program objectives.

### Success Story: Richarda

#### Anoka County Job Training Center

*Richarda came to the Anoka Program as a referral from her MFIP counselor. Richarda was a new teenage mom, with a ninth grade education.*



*She was assigned to work with a youth counselor (Darcy) who helped her problem-solve to complete high school and set up a worksite at Stevenson Elementary. Richarda plans to attend college to become a*

*Medical Assistant. She said that her experience at Stevenson Elementary helped her mature and was a great opportunity to learn from other adults.*

*Richarda graduated from high school in June 2011. She was offered a substitute teaching position at Stevenson Elementary. The Principal and Supervisor at the Elementary School said: "One of the things we most appreciate about Richarda is her willingness to do whatever needs to be done. She is a great team player." In the fall, she will begin a full-time position with a child care provider in the district, Tiger Club.*

## Promoting Work Experience Opportunities in High-Growth Occupations

Minnesota's WSAs and LWIBs build career pathways for youth in high-growth, high-demand industries, such as health care. The WIA Youth Recovery Act and the TANF Summer Youth Program provided an opportunity for WSAs to build relationships with new employers, particularly private sector employers, in order to place disadvantaged youth in meaningful work experiences. There are various roles that local employers play in supporting youth workforce development goals in high-growth occupations, including:

- Identifying the skills and competencies needed in the workplace, particularly for entry-level positions;
- Developing industry certification;
- Creating work experience opportunities and internships;
- Providing mentoring opportunities that support youth as they pursue careers in high-growth industries; and
- Acquiring employer and industry commitments to hire youth.

### Youthbuild Coordination

Minnesota has two federally funded Youthbuild Programs: Tree Trust serving North Minneapolis and Bi-County Community Action Program serving Cass and Beltrami Counties. The Minnesota Legislature provides state funding which supports 10 Youthbuild Programs serving at-risk youth ages 14 to 24. DEED's web-based Annual Report on the state-funded Youthbuild Program includes best practices from all state and federally-funded Youthbuild sites see:

[http://www.positivelyminnesota.com/Programs\\_Services/Youth\\_Services/PDF/SFY10\\_YB\\_AR.pdf](http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/SFY10_YB_AR.pdf)

## Success Story: Brooke

Central Minnesota Jobs and Training Services

Brooke enrolled in WIA as a high school sophomore. Through a WIA Youth work experience at Good Samaritan Home in Howard Lake, she learned work-readiness skills. Jen, the CMJTS youth employment specialist, helped



Brooke explore a variety of future career options. Brooke completed career assessments to help her make her career decision. The assessments supported Brooke's stated interest in

nursing. Through the WIA Youth Program, Jen assisted Brooke with tuition so Brooke could complete the Certified Nursing Assistant (CNA) training. When Brooke told Good Samaritan that she was working on her CNA credential, they responded with interest in hiring her when she successfully completed the class.

Brooke earned her CNA license and Good Samaritan hired her part-time. During Brooke's senior year of high school, Jen continued to encourage Brooke to keep up her grades, assisted her in researching colleges that offered nursing programs, and helped her complete college applications. Brooke applied to a number of schools and decided on Ridgewater College in Hutchinson.

In June 2010, Brooke graduated from Howard Lake-Waverly-Winsted High School. She continues to work as a CNA at Good Samaritan and started college in fall 2010.

### Best Practice from Central Minnesota Jobs and Training (CMJTS)

Camps to Careers provided regional career camps in the manufacturing and health care sectors. Students took part in an eight-day, experiential learning experience in health care or manufacturing, and had an opportunity to participate in paid internships following the camp programs.

## Services to Youth With Disabilities

In PY 2010, 40 percent of Minnesota's WIA Youth participants had a documented disability – compared to only 12.9 percent nationally.

Minnesota's Shared Vision for Youth state team continues to work together to identify federal discretionary funds that can be used to build on existing strengths. Tools already available to assist youth service providers include:

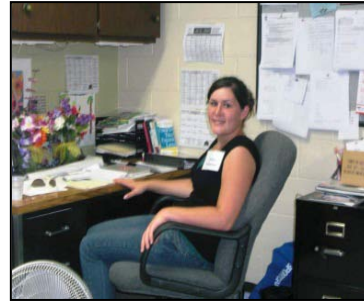
- PACER Center's "Project Swift: Building Program Capacity to Serve Youth With Disabilities" is an easy to implement tool for increasing an organization's capacity to serve youth with disabilities and to work in partnership with their families. See: <http://www.pacer.org/c3/curriculum/>
- Project C3: Connecting Youth to Communities and Careers is a partnership between PACER Center, DEED, the Minnesota Department of Education, Pathways to Employment, and other state and local organizations. Project C3 MN is an online resource mapping tool designed to connect youth, families, professionals and employers to services in their communities, see: <http://www.c3online.org>.

## Linkages With Junior Achievement

DEED's Office of Youth Development is partnering with the Minnesota Department of Education's (MDE) Special Education Policy Division and Junior Achievement (JA) to provide youth in workforce development programs with opportunities to develop financial literacy and entrepreneurship skills using the JA curriculum. Four WSAs (Northwest, CMJTS, Southwest, and Winona County) and three Youthbuild programs (Bi-CAP – Bemidji, City Academy – St. Paul, and Guadalupe Alternative Programs – St. Paul) applied to receive federal discretionary funds provided to DEED by MDE through an interagency agreement to support the delivery of this curriculum.

## Success Story: Amber

Washington County WorkForce Center



Amber was a high school dropout with two young children when she was enrolled in Washington County Youth Program. She quickly achieved her GED and decided she wanted to pursue more education. Amber knew

she was interested in working in the health care field. She worked with a youth counselor to determine a career path.

Amber determined that her long-term goal was to become a nurse. However, she needed something to support her family in the short-term. After researching the career field, she determined that becoming a Certified Nursing Assistant (CNA) would be a helpful first step. Amber enrolled in a CNA certification course through the Red Cross with tuition assistance from the Youth Program.

When Amber completed her CNA certification, she found it difficult to obtain employment because she had little work experience. Through funding from the WIA Youth Recovery Act, Amber began a paid work experience at a local nursing home. She was able to gain experience and new skills in a health care setting. The worksite was very happy with Amber's job performance. "She is a pleasure to have here. She is adaptive, willing to learn and kind hearted," said her worksite supervisor. This experience helped Amber affirm that she had chosen the right career path.

Amber has now obtained a permanent, full-time job as a CNA. She plans to enroll in post-secondary classes in the fall to achieve her nursing degree. According to Amber, "I would not be where I am without the help of this program. I really feel like I can achieve anything I set my mind to."

### Quote from Parents

"This program is very crucial to the skill development of my child. It is an awesome employment opportunity."

## Workplace Safety for Teens

DEED's Office of Youth Development partnered with the National Young Worker Safety Center on the Minnesota edition of *Talking Safety: Teaching Teens about Workplace Safety and Health*, see:

[http://www.positivelyminnesota.com/All\\_Programs\\_Services/Office\\_of\\_Youth\\_Development/Workplace\\_Safety\\_for\\_Youth/index.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/Workplace_Safety_for_Youth/index.aspx).

In December 2010, DEED hosted a webinar for nearly 100 workforce professionals from Minnesota and Iowa on enhancing young worker safety in the workplace. Presenters included Diane Bush from the University of California-Berkeley and Jan Wierima from the Oregon Building Congress. During the course of their 90-minute presentation, Bush and Wierima updated webinar participants on updated OSHA policies and regulations, as well as providing updated curriculum materials that had originally been developed in 2007. In addition, the webinar also allowed participants to provide feedback on the success of using the curriculum with WIA youth participants prior to placement at a work site.

### Quote from Youth Participant

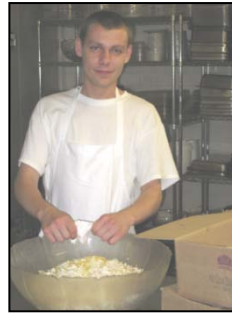
*"I am learning tons about business management while working here. It is perfect because I plan to major in business management in college. I think this job will put me a step ahead of the other kids at college."* - Shelby, age 17

### Best Practice from Northeast Minnesota

Youth have the opportunity to create an electronic portfolio from eFolioMinnesota. This is a web-based portfolio designed to showcase an individual's education, employment history, career goals and personal achievements. This is a free resource for Minnesota residents, students and workers provided by the Minnesota State College and University System. All youth participate in work readiness training and leadership development. Youth accomplishments are documented in their personal eFolio portfolio for future reference.

## Success Story: Ryan

### Minneapolis Employment and Training Program



*I am currently living in St. Barnabas apartments. Before moving into St. Barnabas, I struggled with homelessness on and off since 2004. Due to my mother's addictions and my addictions, as I got older, we never really had a steady place to call home. I had to learn a lot of things the hard way on my own. By the time I was 17, I had picked up a lot of bad habits which led to a very serious depression and legal problems. I had no home or family and couldn't get or hold down a job. I was tired of the streets.*

*My name finally came up on the list for housing at St. Barnabas apartments. Finally, I had a place to call home and feel safe. In December 2010, with the help of my counselors at St. Barnabas, I finally went back and sought treatment for my addiction. I have now set goals for the rest of my life. Now that my life was getting back in order, I was ready to start working again. I was offered an internship position, through Tara at HIRED, working and training with Chef Jeff Catering. I made it to work on time every single day and have never called in sick. I am eager to learn everything that Chef Jeff can teach me. He has been a great role model for me, and I have learned so much about the culinary arts field, life in general, and about becoming a man. I have showed such great improvement that Chef Jeff has now offered me a position with his catering company when my internship is over. I'm very thankful for the internship opportunity through HIRED, and I see only good things coming in my future. I feel thankful to have Tara and Jeff in my life. I have taken everything I could this time from the HIRED Youth Program, and the whole experience has opened my eyes. Now I am thinking that, when the time is right, I will go to school for culinary arts to better my life and for my passion of cooking.*

For more information on Shared Vision for Youth activities undertaken by Minnesota, see:

[http://www.positivelyminnesota.com/All\\_Programs\\_Services/Office\\_of\\_Youth\\_Development/Report\\_on\\_Minnesotas\\_Shared\\_Vision\\_for\\_Youth\\_Activities/index.aspx](http://www.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/Report_on_Minnesotas_Shared_Vision_for_Youth_Activities/index.aspx)

## Cost Savings Through Technology

DEED sponsors webinars on topics of interest to state and local partners. Use of the webinar technology is a budget-friendly approach to providing training and technical assistance on topics such as:

- Safety Training Curriculum
- Redesign of ISEEK website
- Junior Achievement's New Financial Literacy Curriculum – JA Finance Park
- TANF Summer Youth Program
- WIA Youth Recovery Act

## Success Story: Tasha

### Dakota-Scott Workforce Services



Dakota-Scott Workforce Services provides programing for youth like Tasha, a tenth grader at Simley High School from a single, low income family, who is basic skills deficient and struggling academically.

Tasha heard about the Dakota-Scott program, administered by

HIREd, through her friends at school. She took the initiative to seek out the HIREd counselor working at Simley. Tasha came in regularly after being enrolled in the program. Her HIREd counselor partnered with her on goal setting, work-readiness skills, applications, resume writing, and mock interviews. Tasha's priority goal is to complete high school, go to college, and pursue a career in criminal justice.

Tasha did not have any prior work experience, but expressed her need and desire for employment. Her counselor took her out job searching and helped with submitting applications. Tasha demonstrated an eagerness and dedication as she put her newly learned skills to the test. HIREd was able to get Tasha started with paid work experience at Goodwill. Her counselor also provided bus cards for Tasha's commute.

Tasha continues to do a fabulous job at Goodwill and loves working. She stated she is happy to have a job, and contribute money to the family. She feels better about herself thanks to the opportunity to work. She is on her way to meeting her goals.

## Success Story: Kendra

### Winona County Workforce Council



Kendra, a single mom, was referred to the Winona WorkForce Center for the TANF Summer Youth Program. Part of Kendra's employment plan was to obtain current work history and a good reference. She shares her love of working with people and a desire to

one day work as a nursing assistant in the health care field.

Kendra was placed at the Winona County Developmental Achievement Center (DAC), where she worked directly with adults with disabilities. The DAC was a wonderful worksite, offering a supportive environment for Kendra to think about the future and the possibility of becoming a Certified Nursing Assistant (CNA). Kendra was able to flex her work hours to both work and attend training at night. Her hard work and determination paid off. Kendra finished her training and was able to successfully complete the CNA exam.

Kendra was offered an opportunity to interview for a permanent job. Kendra asked the Winona WorkForce Center for assistance in interviewing skills and thank you note writing. Two weeks after her interview and a month after completing the CNA training, Kendra was offered a full-time CNA position at Winona Health. When asked if she was excited about her new job opportunity, Kendra's response was simply, "You have no idea!"

## Quote From Youth Participant

"I liked my job so much. I learned a lot from my work. I now know how to work with a computer, do research and communicate with co-workers."  
- 15 year old

## Cost-Effectiveness Analysis: WIA Youth Programs

Total WIA Youth Expenditures: **\$12,916,311**

Total WIA Benefits (Wages + Earnings):  
**\$15,558,407**

Cost/Benefit Ratio: \$1.20 for each \$1 of WIA Youth Formula Grant Funds.

Explanation of Calculations: In this analysis, only direct benefits to program participants were considered. These benefits include post-program participant wages, plus wages paid to participants during the program in PY 2010. The following shows how program participant wages and earnings through program participation were combined to calculate the total WIA benefit (wages + earnings) figure of **\$15,558,407**, with a result of \$1.20 in benefits for every dollar expended.

Youth Program Earnings Through Participation:  
**\$12,916,311**

During their participation in WIA Youth Programs, youth receive immediate direct benefit from their earnings in work experience opportunities. The figure above represents program earnings during PY 2009. Beyond these direct services to youth, Minnesota benefited from the participation of youth in WIA in ways that are not quantified in this analysis. WIA Youth Programs provide structured, well-supervised work experience, educational opportunities and life-skills training that help establish good work habits, along with the specific jobs. Earnings of youth participants frequently return to the local economy in the form of increased spending. Other positive results:

- Students remained in school as a result of participation in WIA.
- Dropouts returned to school during or after participating in WIA.

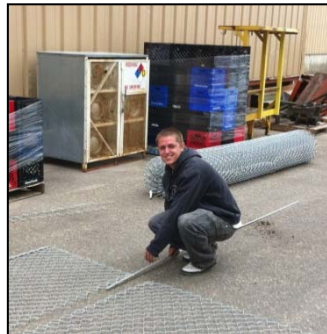
- Savings were realized due to reduced crime and judicial system costs.
- Juvenile offenders were able to use a portion of their earnings to pay restitution.
- Development of responsible work habits, work readiness credentials, citizenship skills and parenting skills occurred.
- There were savings to taxpayers through participants leaving (or not entering) public assistance programs.

Post-Program Participant Wages: **\$2,642,096**

This figure is the estimated annualized earnings of exiters from the PY 2010 WIA Youth Program for the 12-month period immediately following program exit, adding 36 percent inflation and wage growth during this period.

### Success Story: Jordan

Workforce Development, Inc. - Southeast Minnesota



*The last job I had was almost 6 months ago working for a car wash. Since then I've been helping raise my child and looking for a job. It's been hard finding a job. I was looking for anything, any place that was hiring: the mall, fast-food, basically*

*any posting for a job, I applied for. Workforce Development has helped me in many ways. The Work Readiness class they offered helped out a lot. It taught me to find a job that I'd actually like: Don't just apply for any job. It helped me plan for an interview: Don't be scared and nervous, but be confident and prepared. It taught me how to look and act professionally. Workforce Development also gave me the great opportunity for a work experience. This work experience helped me with learning new stuff like how to build a fence and what preparation is needed. It also gave me a taste of what it takes to run your own business.*



## Success Story: Kahron

### Anoka County Job Training Center



Kahron lived with his mom and three siblings. They were struggling financially and receiving support from county services. Kahron excelled in school and sports (ranking second in the State for wrestling) and started to build his work skills through various work experiences under

the WIA Youth Program. He participated in the monthly Starting Block classes where he worked on soft skills such as skill identification, leadership skills, interviewing, dressing for success, resumes, budgeting and life skills. He was placed at the YMCA as a Summer Power Junior Leader. His supervisor nominated him for an award and he was recently recognized by this YMCA as the 2010 Youth Leader of the Year. The YMCA hired him on as one of their staff. He is working full time as a youth counselor in their Summer Power Program.

In his senior year at Coon Rapids High School, Kahron attended Post-Secondary Enrollment Options classes at Anoka Ramsey Community College and has already earned 23 college semester credits. Kahron graduated this spring earning his high school diploma with a GPA over 3.0. He will continue his post-secondary training at the University of North Texas where he will be working on a pre-law degree.

### Best Practice from Minneapolis

The Minneapolis Employment and Training Program provided local elected officials, LWIB, and Youth Council members with an opportunity to visit worksites where youth were employed. Worksite supervisors talked about the benefits of employing youth and young workers talked about the skills that they were learning on the worksite.

## Success Story: Oliver

### South Central Workforce Council/Minnesota Valley Action Council

**Photo Below, Left to Right:** Bonnie Stanton-MVAC Youth Services Coordinator, Nicole Blekestad-HyVee Supervisor, Oliver-Youth, and Laura Benesch-MVAC Vocational Advisor.



Oliver was born in Germany and moved to the United States at an early age. His family made several moves from Alabama, to St. Peter, Minnesota and then to Mankato. Oliver coped with all of his life changes by writing. He began working with Minnesota Valley Action Council (MVAC) in 2008, as a shy, respectful young man. He participated in the WIA year-round project, the MYP summer program, and the Recovery Act Summer program. He struggled at times to achieve his high school diploma. He challenged himself to a work experience at HyVee working in customer service, and was able to overcome his shyness. He was such an outstanding employee that HyVee hired him at the conclusion of his work experience. He has enrolled in South Central College, where he is working on a liberal arts degree, with the goal of transferring to a four-year university where he can pursue his writing dream.

### Quote from Parent

“My daughter said she now understands how to budget and has a better understanding of hard work. She found she likes to work with people with special needs and wants to make that the focus of her career. I think that this program has benefitted my daughter in the most wonderful way.”

## PERFORMANCE RESULTS

**Table A - Workforce Investment Act Customer Satisfaction Results**

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level <sup>1</sup>	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included In the Sample	Response Rate
Participants	76.0	74.4	634	8,858	966	65.6
Employers	77.0	78.1	541	5,526	805	67.2

**Table B - Adult Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	80.0	77.7
		1,177
Employment Retention Rate	80.0	85.5
		1,514
Average Earnings	\$10,800.00	\$13,144.40
		1,100
Employment and Credential Rate	66.0	69.0
		1,287
		\$13,998,741
		1,065
		687
		995

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	70.3	409	80.0	36	63.1	70	76.5	78
		582		45		111		102
Employment Retention Rate	82.3	293	80.0	20	85.1	63	89.5	68
		356		25		74		76
Average Earnings Rate	\$9,906.40	\$2,813,408	\$13,114.20	\$249,169	\$10,953.20	\$668,144	\$12,797.20	\$857,412
		284		19		61		67
Employment and Credential Rate	60.5	259	75.0	21	62.3	33	75.0	27
		428		28		53		36

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	78.0	544	77.5	633
		697		817
Employment Retention Rate	87.3	466	84.2	634
		534		753
Average Earnings Rate	\$13,665.60	\$6,231,533	\$12,754.00	\$7,767,208
		456		609

<sup>1</sup> American Customer Satisfaction Index

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	89.4	4,318
			4,828
Employment Retention Rate	88.0	93.4	2,996
			3,206
Average Earnings	\$16,400.00	\$21,347.80	\$62,100,785
			2,909
Employment and Credential Rate	62.0	70.9	1,499
			2,113

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	87.6	247	81.6	200	83.6	676	66.7	6
		282		245		809		9
Employment Retention Rate	92.8	180	91.7	132	92.0	438	80.0	4
		194		144		476		5
Average Earnings Rate	\$23,573.10	\$4,030,992	\$18,273.40	\$2,339,000	\$20,937.90	\$8,856,714	\$12,537.30	\$50,149
		171		128		423		4
Employment and Credential Rate	68.9	84	66.3	63	70.0	177	40.0	2
		122		95		253		5

**Table G - Other Outcomes for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	91.8	1,875	87.7	2,443
		2,042		2,786
Employment Retention Rate	94.4	1,045	92.9	1,951
		1,107		2,099
Average Earnings Rate	\$21,505.00	\$21,935,105	\$21,262.90	\$40,165,680
		1,020		1,889

**Table H.1 - Youth (14-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	64.4	1,040
			1,615
Attainment of Degree or Certificate	N/A	58.1	1,028
			1,770
Literacy and Numeracy Gains	N/A	21.9	117
			535

**Table H.2 - Older Youth (19-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75.0	77.5	290
			374
Employment Retention Rate	78.0	87.0	247
			284
Earnings Change	\$3,800.00	\$4,942.40	\$1,275,143
			258
Credential Rate	55.0	61.6	318
			516

**Table I - Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	70.5	105	0.0	0	80.8	63	78.4	218
		149		0		78		278
Employment Retention Rate	81.5	97	100.0	1	83.3	45	88.6	171
		119		1		54		193
Earnings Change	\$4,018.20	\$421,906	\$640.00	\$640.00	\$3,828.10	\$168,436	\$4,885.00	\$874,411
		105		1		44		179
Credential Rate	55.9	109	0.0	0	63.0	68	59.4	230
		195		0		108		387

**Table J - Younger Youth (14-18) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	90.0	92.8	3,929
			4,233
Youth Diploma or Equivalent Rate	75.0	88.4	623
			705
Retention Rate	70.0	80.2	507
			632

**Table K - Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	91.4	1,161	93.4	1,902	91.2	643
		1,270		2,037		705
Youth Diploma or Equivalent Rate	86.9	179	89.1	293	80.2	69
		206		329		86
Retention Rate	79.7	137	78.8	238	78.5	95
		172		302		121

**Table L - Other Reported Information**

Reported Information	12-Month Employment Retention Rate		12-Month Earning Increase (Adults & Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Placement in Nontraditional Employment		Wages At Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	85.6	1,050	\$4,050.60	\$4,718,893	4.5	53	\$5,193.10	\$5,940,907	64.4	338
		1,227		1,165		1,177		1,144		525
Dislocated Workers	92.1	2,237	85.5	\$45,424,734	2.9	125	\$9,717.40	\$40,851,927	66.3	1,143
		2,429		\$53,132,637		4,318		4,204		1,723
Older Youth	85.2	231	\$4,973.30	\$1,168,720	1.7	5	\$3,269.70	\$908,978		
		271		235		290		278		

**Table M – Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	236,634	186,875
Total Adult Self-Service Only	222,893	179,480
WIA Adult	226,140	181,522
WIA Dislocated Worker	10,529	5,370
Total Youth (14-21)	5,021	2,039
Younger Youth (14-18)	3,671	1,478
Older Youth (19-21)	1,350	561
Out-of-School Youth	1,462	680
In-School Youth	3,559	1,359

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending		
	WIA	WIA ARRA	Total
Local Adults	\$10,453,529.00	\$1,024,296.00	\$11,477,825.00
Local Dislocated Workers	\$10,495,911.00	\$867,429.00	\$11,363,340.00
Local Youth	\$12,916,311.00	\$1,174,652.00	\$14,090,963.00
Rapid Response	\$2,259,969.00	\$838,859.00	\$3,098,828.00
Harkin WIA 173 Special Allotment	-	-	\$38,782.00
National Emergency Grants	\$1,016,093.00	\$7,625,482.61	\$8,641,575.61
Statewide Required	-	-	\$9,475,886.00
<b>Statewide Allowable Activities WIA Section 134(a)(3)</b>			
Program Activity Description			
Youth Special Projects			\$161,980.00
Labor Market Information			\$523,308.00
Innovative Technology Projects			\$507,744.00
Other Activities			\$8,282,854.00
<b>Total of All Federal Spending Listed Above</b>			<b>\$58,187,199.61</b>

**Table O - Local Performance**

Local Area Name: <b>Northwest Minnesota Private Industry Council, Inc. - WSA 1</b>	Total Participants Served	Adults	160
		Dislocated Workers	83
		Older Youth (19-21)	37
		Younger Youth (14-18)	160
ETA Assigned #: <b>27045</b>	Total Exiters	Adults	113
		Dislocated Workers	73
		Older Youth (19-21)	26
		Younger Youth (14-18)	60
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	69.2
	Dislocated Workers	83.0	82.9
	Older Youth	75.0	88.2
Retention Rates	Adults	80.0	82.5
	Dislocated Workers	88.0	83.3
	Older Youth	78.0	75.0
	Younger Youth	70.0	77.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,018.00	\$16,804.40
	Dislocated Workers	\$13,328.00	\$11,735.70
	Older Youth	\$3,800.00	\$9,817.40
Credential/Diploma Rates	Adults	66.0	42.1
	Dislocated Workers	62.0	25.0
	Older Youth	55.0	63.0
	Younger Youth	75.0	92.9
Skill Attainment Rate	Younger Youth	90.0	98.8
Placement in Employment or Education	Youth (14-21)		85.9
Attainment of Degree or Certificate	Youth (14-21)		80.7
Literacy or Numeracy Gains	Youth (14-21)		26.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Rural Minnesota Concentrated Employment Program, Inc. - WSA 2</b>	Total Participants Served	Adults	500
		Dislocated Workers	925
		Older Youth (19-21)	126
		Younger Youth (14-18)	581
ETA Assigned #: <b>27040</b>	Total Exiters	Adults	320
		Dislocated Workers	450
		Older Youth (19-21)	54
		Younger Youth (14-18)	237
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	84.9
	Dislocated Workers	83.0	88.9
	Older Youth	75.0	91.2
Retention Rates	Adults	80.0	89.6
	Dislocated Workers	88.0	92.4
	Older Youth	78.0	90.6
	Younger Youth	70.0	86.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,906.00	\$13,613.10
	Dislocated Workers	\$12,022.00	\$16,311.30
	Older Youth	\$3,580.00	\$8,078.80
Credential/Diploma Rates	Adults	66.0	80.4
	Dislocated Workers	62.0	77.1
	Older Youth	49.0	70.4
	Younger Youth	75.0	93.8
Skill Attainment Rate	Younger Youth	90.0	95.2
Placement in Employment or Education	Youth (14-21)		61.3
Attainment of Degree or Certificate	Youth (14-21)		54.8
Literacy or Numeracy Gains	Youth (14-21)		33.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance	Not Met	Met	Exceeded
			✓

**Table O - Local Performance**

Local Area Name: <b>Northeast Minnesota Office of Job Training - WSA 3</b>	Total Participants Served	Adults	284
		Dislocated Workers	246
		Older Youth (19-21)	98
		Younger Youth (14-18)	238
ETA Assigned #: <b>27035</b>	Total Exiters	Adults	136
		Dislocated Workers	129
		Older Youth (19-21)	39
		Younger Youth (14-18)	88
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	75.5
	Dislocated Workers	83.0	94.7
	Older Youth	75.0	93.5
Retention Rates	Adults	80.0	83.0
	Dislocated Workers	88.0	94.1
	Older Youth	78.0	100.0
	Younger Youth	70.0	80.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,022.00	\$11,595.10
	Dislocated Workers	\$11,186.00	\$25,505.10
	Older Youth	\$3,800.00	\$9,045.3
Credential/Diploma Rates	Adults	66.0	69.1
	Dislocated Workers	62.0	75.8
	Older Youth	55.0	92.0
	Younger Youth	75.0	85.7
Skill Attainment Rate	Younger Youth	90.0	88.1
Placement in Employment or Education	Youth (14-21)		77.9
Attainment of Degree or Certificate	Youth (14-21)		91.6
Literacy or Numeracy Gains	Youth (14-21)		30.8
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓



**Table O - Local Performance**

Local Area Name: <b>City of Duluth - WSA 4</b>	Total Participants Served	Adults	68
		Dislocated Workers	133
		Older Youth (19-21)	71
		Younger Youth (14-18)	136
ETA Assigned #: <b>27005</b>	Total Exiters	Adults	45
		Dislocated Workers	28
		Older Youth (19-21)	21
		Younger Youth (14-18)	39
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	83.9
	Dislocated Workers	83.0	84.2
	Older Youth	75.0	80.0
Retention Rates	Adults	80.0	100.0
	Dislocated Workers	88.0	85.7
	Older Youth	78.0	85.7
	Younger Youth	70.0	57.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,921.00	\$11,705.60
	Dislocated Workers	\$13,354.00	\$14,772.60
	Older Youth	\$3,800.00	\$6,575.60
Credential/Diploma Rates	Adults	66.0	68.8
	Dislocated Workers	62.0	80.0
	Older Youth	55.0	55.0
	Younger Youth	75.0	87.9
Skill Attainment Rate	Younger Youth	90.0	85.3
Placement in Employment or Education	Youth (14-21)		77.5
Attainment of Degree or Certificate	Youth (14-21)		86.4
Literacy or Numeracy Gains	Youth (14-21)		22.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Central Minnesota Jobs and Training - WSA 5</b>	Total Participants Served	Adults	221
		Dislocated Workers	853
		Older Youth (19-21)	61
		Younger Youth (14-18)	299
ETA Assigned #: <b>27105</b>	Total Exiters	Adults	167
		Dislocated Workers	453
		Older Youth (19-21)	24
		Younger Youth (14-18)	122
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	84.7
	Dislocated Workers	83.0	90.7
	Older Youth	79.0	82.1
Retention Rates	Adults	80.0	89.4
	Dislocated Workers	88.0	96.5
	Older Youth	83.0	82.6
	Younger Youth	73.0	92.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,160.00	\$13,118.20
	Dislocated Workers	\$14,287.00	\$20,292.70
	Older Youth	\$3,550.00	\$4,092.10
Credential/Diploma Rates	Adults	66.0	72.7
	Dislocated Workers	62.0	73.6
	Older Youth	56.0	76.9
	Younger Youth	76.0	93.0
Skill Attainment Rate	Younger Youth	90.0	97.7
Placement in Employment or Education	Youth (14-21)		74.4
Attainment of Degree or Certificate	Youth (14-21)		79.0
Literacy or Numeracy Gains	Youth (14-21)		55.6
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Southwest Minnesota Private Industry Council Inc. - WSA 6</b>	Total Participants Served	Adults	76
		Dislocated Workers	286
		Older Youth (19-21)	26
		Younger Youth (14-18)	141
ETA Assigned #: <b>27055</b>	Total Exiters	Adults	31
		Dislocated Workers	75
		Older Youth (19-21)	15
		Younger Youth (14-18)	59
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	87.5
	Dislocated Workers	83.0	96.8
	Older Youth	75.0	90.0
Retention Rates	Adults	80.0	89.3
	Dislocated Workers	88.0	94.3
	Older Youth	78.0	87.5
	Younger Youth	70.0	84.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,711.00	\$13,551.80
	Dislocated Workers	\$14,370.00	\$13,638.70
	Older Youth	\$3,800.00	\$6,476.30
Credential/Diploma Rates	Adults	66.0	76.7
	Dislocated Workers	62.0	87.9
	Older Youth	55.0	47.1
	Younger Youth	75.0	82.9
Skill Attainment Rate	Younger Youth	90.0	96.8
Placement in Employment or Education	Youth (14-21)		80.8
Attainment of Degree or Certificate	Youth (14-21)		66.2
Literacy or Numeracy Gains	Youth (14-21)		20.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O – Local Performance**

Local Area Name: <b>South Central Workforce Council - WSA 7</b>	Total Participants Served	Adults	150
		Dislocated Workers	577
		Older Youth (19-21)	59
		Younger Youth (14-18)	135
ETA Assigned #: 27030	Total Exiters	Adults	95
		Dislocated Workers	309
		Older Youth (19-21)	16
		Younger Youth (14-18)	43
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	78.6
	Dislocated Workers	83.0	89.9
	Older Youth	76.0	77.8
Retention Rates	Adults	80.0	78.7
	Dislocated Workers	88.0	91.8
	Older Youth	79.0	100.0
	Younger Youth	70.0	62.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,135.00	\$11,637.20
	Dislocated Workers	\$14,354.00	\$15,087.40
	Older Youth	\$3,400.00	\$2,940.50
Credential/Diploma Rates	Adults	66.0	78.6
	Dislocated Workers	62.0	66.1
	Older Youth	53.0	53.8
	Younger Youth	76.0	78.1
Skill Attainment Rate	Younger Youth	86.0	85.8
Placement in Employment or Education	Youth (14-21)		76.1
Attainment of Degree or Certificate	Youth (14-21)		75.5
Literacy or Numeracy Gains	Youth (14-21)		26.9
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Southeast Minnesota Workforce Development - WSA 8</b>	Total Participants Served	Adults	260
		Dislocated Workers	720
		Older Youth (19-21)	168
		Younger Youth (14-18)	201
ETA Assigned #: <b>27075</b>	Total Exiters	Adults	134
		Dislocated Workers	331
		Older Youth (19-21)	58
		Younger Youth (14-18)	65
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	68.9
	Dislocated Workers	83.0	87.8
	Older Youth	75.0	81.8
Retention Rates	Adults	80.0	78.6
	Dislocated Workers	88.0	90.9
	Older Youth	78.0	88.2
	Younger Youth	79.0	74.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,268.00	\$10,254.60
	Dislocated Workers	\$16,237.00	\$17,845.60
	Older Youth	\$3,800.00	\$4,238.20
Credential/Diploma Rates	Adults	66.0	62.9
	Dislocated Workers	62.0	60.0
	Older Youth	55.0	56.9
	Younger Youth	75.0	84.4
Skill Attainment Rate	Younger Youth	90.0	94.8
Placement in Employment or Education	Youth (14-21)		73.5
Attainment of Degree or Certificate	Youth (14-21)		74.3
Literacy or Numeracy Gains	Youth (14-21)		6.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Hennepin Carver Employment and Training Council - WSA 9</b>	Total Participants Served	Adults	360
		Dislocated Workers	1,960
		Older Youth (19-21)	105
		Younger Youth (14-18)	314
ETA Assigned #: <b>27120</b>	Total Exiters	Adults	197
		Dislocated Workers	1,103
		Older Youth (19-21)	54
		Younger Youth (14-18)	120
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	76.4
	Dislocated Workers	83.0	88.2
	Older Youth	75.0	43.8
Retention Rates	Adults	80.0	85.5
	Dislocated Workers	88.0	93.1
	Older Youth	78.0	88.2
	Younger Youth	70.0	90.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$12,156.00	\$12,552.10
	Dislocated Workers	\$19,775.00	\$24,541.70
	Older Youth	\$3,400.00	\$2,881.60
Credential/Diploma Rates	Adults	66.0	61.2
	Dislocated Workers	62.0	73.9
	Older Youth	55.0	38.1
	Younger Youth	75.0	81.5
Skill Attainment Rate	Younger Youth	90.0	79.7
Placement in Employment or Education	Youth (14-21)		63.6
Attainment of Degree or Certificate	Youth (14-21)		57.1
Literacy or Numeracy Gains	Youth (14-21)		28.6
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Minneapolis Employment and Training – WSA 10</b>	Total Participants Served	Adults	351
		Dislocated Workers	607
		Older Youth (19-21)	212
		Younger Youth (14-18)	720
ETA Assigned #: <b>27010</b>	Total Exiters	Adults	303
		Dislocated Workers	294
		Older Youth (19-21)	106
		Younger Youth (14-18)	349
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	88.0
	Dislocated Workers	83.0	93.8
	Older Youth	69.0	65.1
Retention Rates	Adults	80.0	82.7
	Dislocated Workers	88.0	92.6
	Older Youth	75.0	80.4
	Younger Youth	64.0	64.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,867.00	\$10,726.60
	Dislocated Workers	\$18,509.00	\$22,524.50
	Older Youth	\$2,900.00	\$1,588.30
Credential/Diploma Rates	Adults	66.0	77.8
	Dislocated Workers	62.0	68.3
	Older Youth	48.0	54.6
	Younger Youth	70.0	83.9
Skill Attainment Rate	Younger Youth	86.0	98.8
Placement in Employment or Education	Youth (14-21)		45.2
Attainment of Degree or Certificate	Youth (14-21)		19.6
Literacy or Numeracy Gains	Youth (14-21)		15.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Anoka County - WSA 12</b>	Total Participants Served	Adults	45
		Dislocated Workers	433
		Older Youth (19-21)	16
		Younger Youth (14-18)	47
ETA Assigned #: <b>27085</b>	Total Exiters	Adults	22
		Dislocated Workers	303
		Older Youth (19-21)	7
		Younger Youth (14-18)	18
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	77.3
	Dislocated Workers	83.0	90.2
	Older Youth	72.0	75.0
Retention Rates	Adults	80.0	81.8
	Dislocated Workers	88.0	94.0
	Older Youth	77.0	0.0
	Younger Youth	62.0	66.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,514.00	\$14,075.60
	Dislocated Workers	\$17,205.00	\$21,385.60
	Older Youth	\$3,800.00	\$701.50
Credential/Diploma Rates	Adults	66.0	81.8
	Dislocated Workers	62.0	72.9
	Older Youth	55.0	50.0
	Younger Youth	70.0	100.0
Skill Attainment Rate	Younger Youth	80.0	98.0
Placement in Employment or Education	Youth (14-21)		77.3
Attainment of Degree or Certificate	Youth (14-21)		69.6
Literacy or Numeracy Gains	Youth (14-21)		62.5
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓



**Table O - Local Performance**

Local Area Name: <b>Dakota/Scott Counties - WSA 14</b>	Total Participants Served	Adults	285
		Dislocated Workers	1,257
		Older Youth (19-21)	47
		Younger Youth (14-18)	229
ETA Assigned #: <b>27125</b>	Total Exiters	Adults	114
		Dislocated Workers	459
		Older Youth (19-21)	7
		Younger Youth (14-18)	86
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	63.8
	Dislocated Workers	83.0	88.3
	Older Youth	70.0	40.0
Retention Rates	Adults	80.0	90.5
	Dislocated Workers	88.0	91.8
	Older Youth	80.0	75.0
	Younger Youth	70.0	61.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,713.00	\$17,915.50
	Dislocated Workers	\$16,943.00	\$23,734.70
	Older Youth	\$3,200.00	\$2,761.70
Credential/Diploma Rates	Adults	66.0	41.2
	Dislocated Workers	62.0	75.2
	Older Youth	50.0	28.6
	Younger Youth	75.0	82.9
Skill Attainment Rate	Younger Youth	90.0	94.9
Placement in Employment or Education	Youth (14-21)		53.0
Attainment of Degree or Certificate	Youth (14-21)		50.7
Literacy or Numeracy Gains	Youth (14-21)		0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Ramsey County Workforce Solutions - WSA 15</b>	Total Participants Served	Adults	271
		Dislocated Workers	629
		Older Youth (19-21)	269
		Younger Youth (14-18)	394
ETA Assigned #: <b>27115</b>	Total Exiters	Adults	275
		Dislocated Workers	369
		Older Youth (19-21)	117
		Younger Youth (14-18)	168
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	76.6
	Dislocated Workers	83.0	83.1
	Older Youth	69.0	78.9
Retention Rates	Adults	80.0	86.5
	Dislocated Workers	88.0	94.9
	Older Youth	75.0	94.1
	Younger Youth	70.0	78.5
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,067.00	\$12,746.80
	Dislocated Workers	\$18,758.00	\$22,367.20
	Older Youth	\$2,900.00	\$5,634.80
Credential/Diploma Rates	Adults	66.0	80.0
	Dislocated Workers	62.0	65.7
	Older Youth	48.0	56.5
	Younger Youth	75.0	90.8
Skill Attainment Rate	Younger Youth	87.0	85.3
Placement in Employment or Education	Youth (14-21)		74.2
Attainment of Degree or Certificate	Youth (14-21)		71.7
Literacy or Numeracy Gains	Youth (14-21)		20.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Washington County - WSA 16</b>	Total Participants Served	Adults	27
		Dislocated Workers	380
		Older Youth (19-21)	13
		Younger Youth (14-18)	31
ETA Assigned #: <b>27100</b>	Total Exiters	Adults	14
		Dislocated Workers	281
		Older Youth (19-21)	5
		Younger Youth (14-18)	12
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	93.8
	Dislocated Workers	83.0	94.1
	Older Youth	70.0	80.0
Retention Rates	Adults	80.0	87.5
	Dislocated Workers	88.0	94.2
	Older Youth	73.0	50.0
	Younger Youth	66.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,898.00	\$8,399.00
	Dislocated Workers	\$20,056.00	\$24,356.10
	Older Youth	\$3,800.00	\$-2,577.00
Credential/Diploma Rates	Adults	66.0	85.7
	Dislocated Workers	62.0	77.7
	Older Youth	50.0	66.7
	Younger Youth	75.0	100.0
Skill Attainment Rate	Younger Youth	90.0	88.6
Placement in Employment or Education	Youth (14-21)		77.8
Attainment of Degree or Certificate	Youth (14-21)		90.9
Literacy or Numeracy Gains	Youth (14-21)		0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

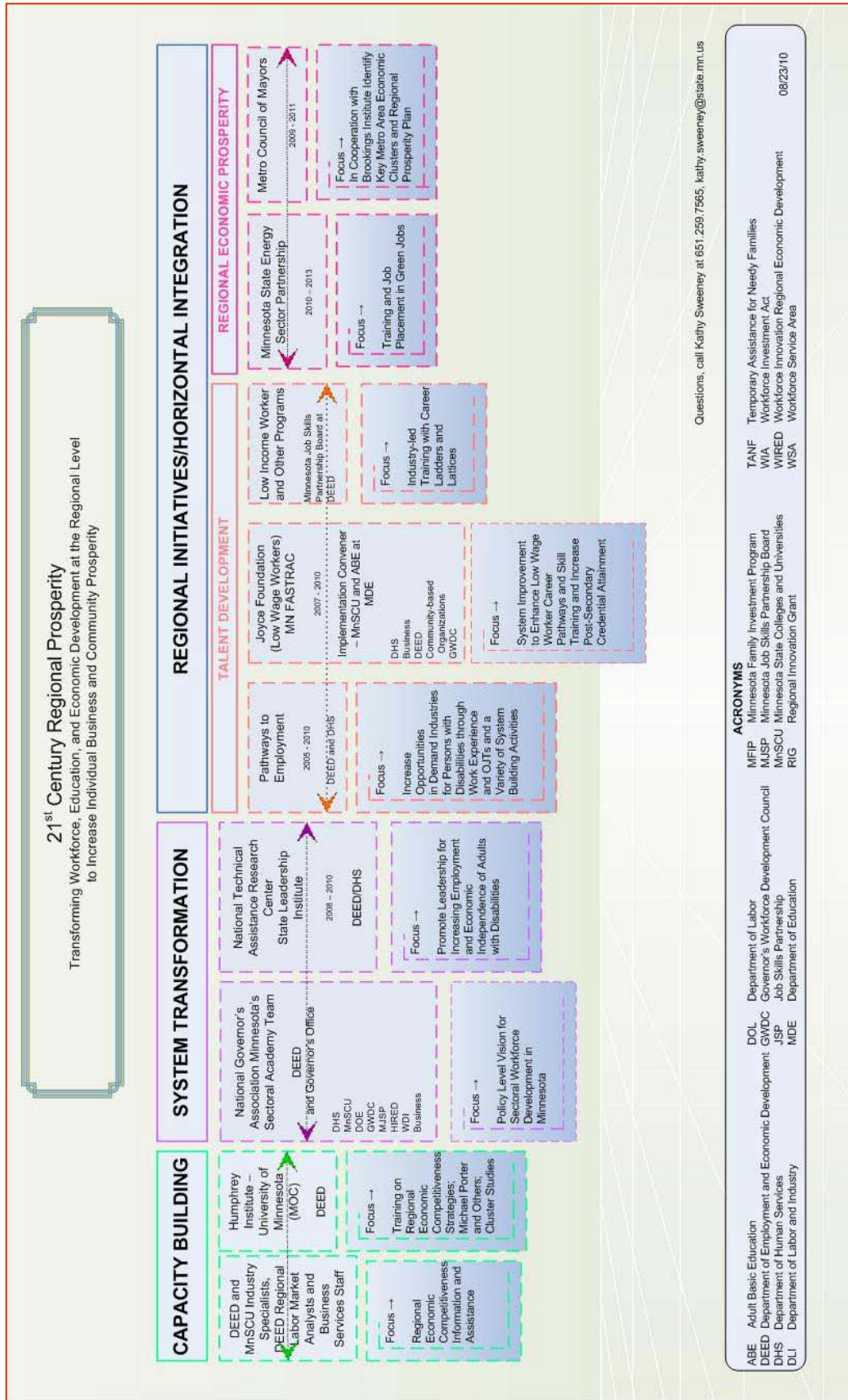
Local Area Name: <b>Stearns-Benton Employment and Training Council - WSA 17</b>	Total Participants Served	Adults	75
		Dislocated Workers	483
		Older Youth (19-21)	26
		Younger Youth (14-18)	6
ETA Assigned #: <b>27110</b>	Total Exiters	Adults	46
		Dislocated Workers	183
		Older Youth (19-21)	6
		Younger Youth (14-18)	3
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	38.7
	Dislocated Workers	83.0	91.5
	Older Youth	75.0	100.0
Retention Rates	Adults	80.0	94.4
	Dislocated Workers	88.0	96.0
	Older Youth	75.0	100.0
	Younger Youth	50.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,456.00	\$16,450.30
	Dislocated Workers	\$12,440.00	\$19,330.70
	Older Youth	\$3,500.00	\$5,219.30
Credential/Diploma Rates	Adults	66.0	48.6
	Dislocated Workers	62.0	81.6
	Older Youth	55.0	60.0
	Younger Youth	50.0	100.0
Skill Attainment Rate	Younger Youth	90.0	100.0
Placement in Employment or Education	Youth (14-21)		100.0
Attainment of Degree or Certificate	Youth (14-21)		71.4
Literacy or Numeracy Gains	Youth (14-21)		80.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

**Table O - Local Performance**

Local Area Name: <b>Winona County Workforce Council - WSA 18</b>	Total Participants Served	Adults	34
		Dislocated Workers	84
		Older Youth (19-21)	16
		Younger Youth (14-18)	39
ETA Assigned #: <b>27080</b>	Total Exiters	Adults	30
		Dislocated Workers	41
		Older Youth (19-21)	6
		Younger Youth (14-18)	9
<b>Reported</b>		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	76.0	74.4
	Employers	77.0	78.1
Entered Employment Rates	Adults	80.0	88.9
	Dislocated Workers	83.0	93.3
	Older Youth	75.0	100.0
Retention Rates	Adults	80.0	80.0
	Dislocated Workers	88.0	100.0
	Older Youth	78.0	0.0
	Younger Youth	70.0	66.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,296.00	\$17,610.60
	Dislocated Workers	\$11,333.00	\$16,186.40
	Older Youth	\$3,600.00	\$1,449.00
Credential/Diploma Rates	Adults	66.0	87.5
	Dislocated Workers	62.0	65.2
	Older Youth	50.0	100.0
	Younger Youth	75.0	85.7
Skill Attainment Rate	Younger Youth	90.0	98.0
Placement in Employment or Education	Youth (14-21)		77.8
Attainment of Degree or Certificate	Youth (14-21)		80.0
Literacy or Numeracy Gains	Youth (14-21)		50.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
			0.0
			0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			<b>Exceeded</b>
			✓

# ATTACHMENT A

## 21<sup>st</sup> Century Regional Prosperity



# Smart Investments Real Results

The Governor's Workforce Development Council  
Return on Investment Initiative

The Governor's Workforce Development Council is developing a standardized return on investment methodology that can be applied to workforce employment and training programs across the state, starting with those administered or funded by the State of Minnesota. This document provides an overview of this ongoing initiative.

Measuring return on investment will help Minnesotans understand how workforce programs benefit the state. It will enable policy makers to make smarter decisions about state investments and help service providers learn from and improve their results.

## Why Measure Return on Investment?

Workforce employment and training programs are valuable investments that benefit individuals, businesses, and communities. While the value of these investments cannot be fully expressed by a single return on investment estimate, such estimates are an important additional dimension by which workforce programs can and should be understood. When used in conjunction with measures of customer progress, satisfaction, and demographics, measuring return on investment yields a number of benefits:

### Making Smarter Investments

Return on investment analyses will help decision makers make smarter investments with workforce employment and training resources, helping Minnesota do more with less.

### Improving Services

Return on investment analyses are a valuable research tool that will help policy makers and service providers determine what works and how to improve services.

### Strengthening Accountability and Transparency

Measuring return on investment brings greater accountability to programs that serve the public, and helps the public better understand how its tax dollars are invested.

### Communicating Value

Workforce employment and training programs create opportunity for individuals, support the needs of business, and contribute to greater shared prosperity across Minnesota. Measuring the return on these investments communicates the value these programs create.

### Standardizing Results

Many service providers measure return on investment, but varied methods for estimating returns make it difficult to compare results across programs. A statewide return on investment methodology will give service providers a standard way to measure the value of their services.

## Developing a High-Quality Measure

To guide their work, Return on Investment Initiative members agreed at the onset that the methodology they design meet a number of criteria. The methodology should be transparent and credible, adaptable and sensitive to change, relatively simple to administer, and it should yield timely and relevant results. A number of features will ensure that the methodology meets these criteria, setting it apart from previous accountability efforts.

### Measuring Net Impacts

By analyzing a comparison group of individuals similar to program participants, the return on investment methodology will be better able to separate benefits attributable to training programs from other factors like personal motivation or economic fluctuations.

### Contextualized Performance Targets

Different workforce programs have diverse missions and serve varied clients, so comparing their return on investment results directly can be misleading. The Return on Investment Initiative plans to set performance targets for individual programs that will contextualize results and allow programs to track their own performance over time.

### Accounting for Benefits to Different Groups

The return on investment methodology will account for benefits specific to individual participants, taxpayers, and society in total. Disaggregating these benefits produces a more nuanced picture of how programs impact Minnesota.

### Examining Impacts Over Time

The return on investment methodology will observe the impacts of training programs over the short-, medium-, and long-term to better understand how benefits persist over time.

## A Closer Look: Benefit- and Cost-Accounting for Different Groups

This table illustrates how the return on investment framework will account for costs and benefits from the perspective of different groups.

Benefit Categories	Training Participant	Taxpayers*	Society*
Change in Earnings and Fringe Benefits	Earnings up	No effect	Overall earnings up
Change in Taxes (Federal and State Income, Sales, and Payroll)	More taxes paid	Tax revenues up	No overall effect
Change in Public Benefits (MFIP, Food Stamps, Medical Assistance, MinnesotaCare, Unemployment Insurance)	Less benefits received	Greater savings	No overall effect
Change in Incarceration Costs	No effect	Greater savings	Greater savings
Change in Worker Productivity	Greater productivity	No effect	Greater productivity
Cost Categories	Participant	Taxpayers	Society
Program Expenditures	N/A	Cost to taxpayers	Cost to taxpayers
Foregone Participant Earnings While in Training	Cost to participant	N/A	Cost to participants
Foregone Tax Receipts While in Training	N/A	Cost to taxpayers	Cost to taxpayers
Tuition Costs Paid by Participant	Cost to participant	N/A	Cost to participants

This table is for illustrative purposes only. Actual effects may differ.  
 \* "Taxpayers" is broadly defined to mean all individuals who are not training participants. "Society" is a combination of taxpayers and training participants and thus includes all individuals.



# Methodology and Assumptions

This table provides an overview of the development of the GWDC's return on investment methodology thus far. Additional aspects of the methodology, including cost accounting for employment and training programs and the construction of a comparison group, are under development.

Effects of Training	Methods and Assumptions
Change in Earnings	Earnings prior to program participation equal the individual's average earnings four to six quarters prior to program entrance. Earnings after program participation equal the individual's average earnings, calculated at three distinct intervals: <ul style="list-style-type: none"> <li>» Near Term: Average of Quarters 2-3 After Exit</li> <li>» Medium Term: Average of Quarters 5-6 After Exit</li> <li>» Long Term: Average of Quarters 9-12 After Exit</li> </ul> <i>Note: Before/after comparisons for all program effects will be measured at the intervals described above.</i>
Change in Fringe Benefits	Fringe benefits (healthcare, retirement, vacation) equals 20 percent of gross wages.
Change in Income Taxes (Federal and State)	Taxes paid equals the individual's change in earnings multiplied by the average marginal tax rate for the given income.
Change in Payroll Taxes	Taxes paid equals the individual's change in earnings multiplied by the statutory payroll tax rate for the given income.
Change in Sales Taxes	Taxes paid equals the individual's change in earnings multiplied by the average marginal sales tax rate for the given income.
Change in MFIP Benefits	Benefit levels are recorded directly from the Department of Human Services using data matching techniques.
Change in SNAP (Food Stamps) Benefits	Benefit levels are recorded directly from the Department of Human Services using data matching techniques.
Change in MinnesotaCare & Medical Assistance Benefits	Under Development
Change in Unemployment Insurance Payments	Benefit levels are recorded directly from the Minnesota Unemployment Insurance Program using data matching techniques.
Change in Incarceration Costs	Changes in costs are derived from the difference in recidivism rates between treatment and comparison groups. For individuals with prior history in a correctional facility, recidivism can be determined from Department of Corrections data using data matching techniques. Cost per inmate equals the average length of stay in a correctional facility multiplied by the marginal per diem cost per inmate.

## The Return on Investment Data Framework

Estimating return on investment for workforce employment and training programs statewide requires partnerships among state agencies and service providers to share administrative and programmatic data.

### DATA SOURCES FOR TREATMENT AND COMPARISON GROUPS

**Treatment Group**  
 WIA Standardized Record Data (WIASRD)<sup>1</sup>  
 Workforce One<sup>2</sup>  
 Wage Detail Data<sup>3</sup>  
 MnSCU Student Data  
 Pass-Through Programs<sup>4</sup>

**Comparison Group**  
 Labor Exchange Participant Records (LEPR)<sup>5</sup>  
 Unemployment Insurance Applicant Data

### DATA SOURCES FOR PUBLIC BENEFITS

**Unemployment Insurance Benefit Data**  
 Receipt of Unemployment Insurance benefits

**Department of Corrections Data**  
 Recidivism rates, per diem costs per inmate

**DHS Data Sources**  
 Benefits received from MFIP, SNAP, Medical Assistance, MinnesotaCare

**ROI REGRESSION ANALYSIS MODEL**  
 Assumptions and statistical methods for estimating the *net impacts* of workforce employment and training programs

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**RETURN ON INVESTMENT MEASURE**

<sup>1</sup> WIA Standardized Record Data (WIASRD) is used for federal and state performance reporting and includes wage and employment data. Programs covered include WIA and ARRA Adult programs; WIA, State, and ARRA Dislocated Worker programs; and WIA and ARRA Youth programs.

<sup>2</sup> Workforce One is DEED's case management system for workforce programs. This database lacks wage and employment data and therefore needs to be matched with wage detail data. Programs covered include DHS Programs (MFIP, FSET, and DWP), Displaced Homemaker, Vocational Rehabilitation, SSB Workforce Development, National Emergency Grants, and FastTRAC.

<sup>3</sup> Refers to data on taxable wages from quarterly reports employers are required to submit by federal law for use with the Unemployment Insurance Program.

<sup>4</sup> Pass-through programs are generally nonprofit programs that receive state or federal funding. Most have their own data systems, though capacities vary. DEED will require pass-throughs to report data regularly starting in 2010 as a part of its Uniform Program Accountability Measures.

<sup>5</sup> Labor Exchange Participant Records (LEPR) is used to produce monthly reports on Wagner-Peyser programs and includes wage and employment data. Programs covered include the Labor Exchange (i.e. Job Service), Veterans Employment Services, and the Migrants Program.

# What is Return on Investment?

When a business or individual makes an investment decision, they consider the amount of money the investment makes relative to the initial cost of the investment. This ratio of the amount of money gained (or lost) to the initial amount invested is known as return on investment. In mathematical terms,

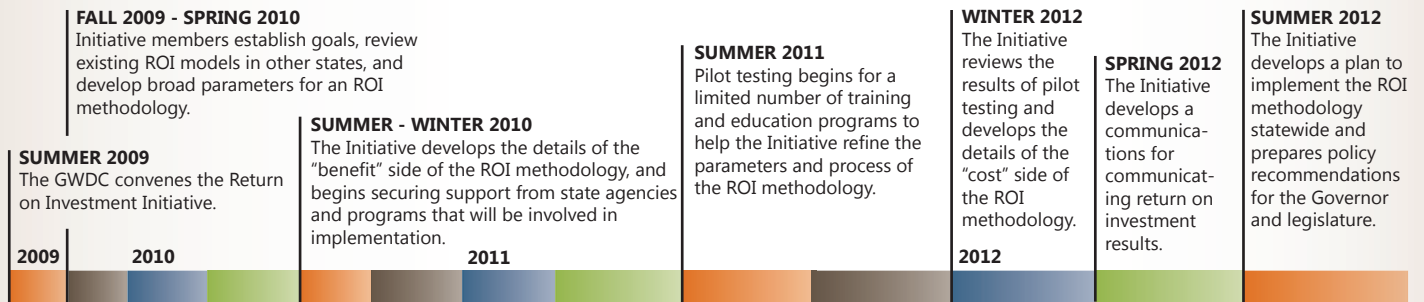
$$\text{Return on Investment} = \frac{\text{Final Value of an Investment} - \text{Initial Investment}}{\text{Initial Investment}}$$

For instance, a return on investment of seven percent (or .07) means that every dollar invested returns seven cents of profit on top of the initial investment.

In recent years, there has been growing interest in evaluating the performance of publicly-funded workforce employment and training programs using rigorous, transparent quantitative methods, such as return on investment. A number of states, including Washington and Texas, have developed statewide frameworks for measuring the return on investment of publicly-funded workforce programs.

## Initiative Timeline

The Governor's Workforce Development Council first convened the Return on Investment Initiative in the summer of 2009. The group consists of a diverse array of stakeholders and experts from around the state, with the goal of developing a standard return on investment methodology that can be applied to workforce programs administered or funded by public dollars, including nonprofit programs that receive passthrough funding.



## Initiative Partners

The Return on Investment Initiative is consensus-based and guided by a diverse group of individuals including economists, leaders of community organizations, and representatives of state and local government. Partners include:

- Anton Economics
- City of Minneapolis Employment and Training Program
- Greater Twin Cities United Way
- Lukeworks, LLC
- Macalester College
- Minnesota Department of Corrections
- Minnesota Department of Education
- Minnesota Department of Employment and Economic Development
- Minnesota Department of Human Services
- Minnesota State Colleges and Universities
- Minnesota Workforce Council Association
- Twin Cities RISE!
- Workforce Development, Inc.

## About the Governor's Workforce Development Council

The GWDC's mission is to analyze and recommend workforce development policy to the Governor and legislature toward talent development, resource alignment, and system effectiveness to ensure a globally competitive workforce for Minnesota.

To learn more, visit [www.gwdc.org](http://www.gwdc.org)

## For More Information

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## ATTACHMENT C

### Exit/Activity Cohorts for WIA and Common Measures

### Program Years 2008 – 2010

Measures PY '08, '09, '10																		
					PY 2008				PY 2009				PY 2010					
	Apr-Jun 2007	Jul-Sep 2007	Oct-Dec 2007	Jan-Mar 2008	Apr-Jun 2008	Jul-Sep 2008	Oct-Dec 2008	Jan-Mar 2009	Apr-Jun 2009	Jul-Sep 2009	Oct-Dec 2009	Jan-Mar 2010	Apr-Jun 2010	Jul-Sep 2010	Oct-Dec 2010	Jan-Mar 2011	Apr-Jun 2011	
Total Participants (Adult, DW, OY, YY)						Jul. 2008 - Jun. 2009				Jul. 2009 - Jun. 2010				Jul. 2010 - Jun. 2011				
Total Exters (MN Performs) (Adult, DW, OY, YY)																		
Total DOL Exters (Adult, DW, OY, YY)					Apr. 2008 - Mar. 2009				Apr. 2009 - Mar. 2010				Apr. 2010 - Mar. 2011					
Diploma Rate (YY)																		
Skill Attainment Rate (YY) (both exters & participants)																		
Entered Employment Rate (Adult, DW)			Oct. 2007 - Sept. 2008				Oct. 2008 - Sept. 2009				Oct. 2009 - Sept. 2010							
Entered Employment Rate (OY)			Oct. 2007 - Sept. 2008				Oct. 2008 - Sept. 2009				Oct. 2009 - Sept. 2010							
Employment and Credential/Certificate Rate (Adult, DW)																		
Credential/Certificate Rate (OY)																		
Employment Retention Rate (Adult, DW)	Apr. 2007 - Mar. 2008				Apr. 2008 - Mar. 2009				Apr. 2009 - Mar. 2010									
Retention Rate (OY, YY)	Apr. 2007 - Mar. 2008				Apr. 2008 - Mar. 2009				Apr. 2009 - Mar. 2010									
Earnings Gain (OY)																		
Average Earnings (Adult, DW)																		
Youth Common Measures																		
Placement in Employment or Education (all Youth)			Oct. 2007 - Sept. 2008				Oct. 2008 - Sept. 2009				Oct. 2009 - Sept. 2010							
Attainment of Degree or Certificate (all Youth)																		
Literacy & Numeracy Gain (all Youth)						July 2008 - June 2009				July 2009 - June 2010				July 2010 - June 2011				



# - Workforce Investment Act (WIA) Title I-B Workforce Service Areas -

## WSA 1. Northwest PIC

NORTHWEST PRIVATE INDUSTRY COUNCIL,  
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Counties Served: Kittson, Marshall, Norman, Pennington,  
Polk, Red Lake, Roseau

Website: [www.nwpic.net](http://www.nwpic.net)

## WSA 2. Rural Minnesota CEP

RURAL MINNESOTA CONCENTRATED  
EMPLOYMENT PROGRAMS, INC.

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Counties Served: Becker, Beltrami, Cass, Clay, Clearwater,  
Crow Wing, Douglas, Grant, Hubbard, Lake of the Woods,  
Mahnomon, Morrison, Otter Tail, Pope, Stevens, Todd,  
Traverse, Wadena, Wilkin

Website: [www.rmcep.com](http://www.rmcep.com)

## WSA 3. Northeast Minnesota

NORTHEAST MN OFFICE OF JOB TRAINING  
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Lake, St. Louis

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## WSA 4. City of Duluth

DULUTH WORKFORCE DEVELOPMENT

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Serves: City of Duluth

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## WSA 5. Central Minnesota

CENTRAL MINNESOTA JOBS & TRAINING  
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Counties Served: Chisago, Isanti, Kanabec, Kandiyohi,  
McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne,  
Wright

Website: [www.cmjts.org](http://www.cmjts.org)

## WSA 6. Southwest Minnesota

SOUTHWEST MN PRIVATE INDUSTRY  
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Redwood, Rock, Swift, Yellow Medicine

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Martin, Nicollet, Sibley, Waseca, Watonwan

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Houston, Mower, Olmsted, Rice, Steele, Wabasha

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## WSA 9. Hennepin / Carver

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(excluding City of Minneapolis)

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## WSA 10. City of Minneapolis

MINNEAPOLIS EMPLOYMENT AND TRAINING  
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## WSA 12. Anoka County

ANOKA COUNTY JOB TRAINING CENTER

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## WSA 17. Stearns-Benton ETC

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made for all above WSA offices.

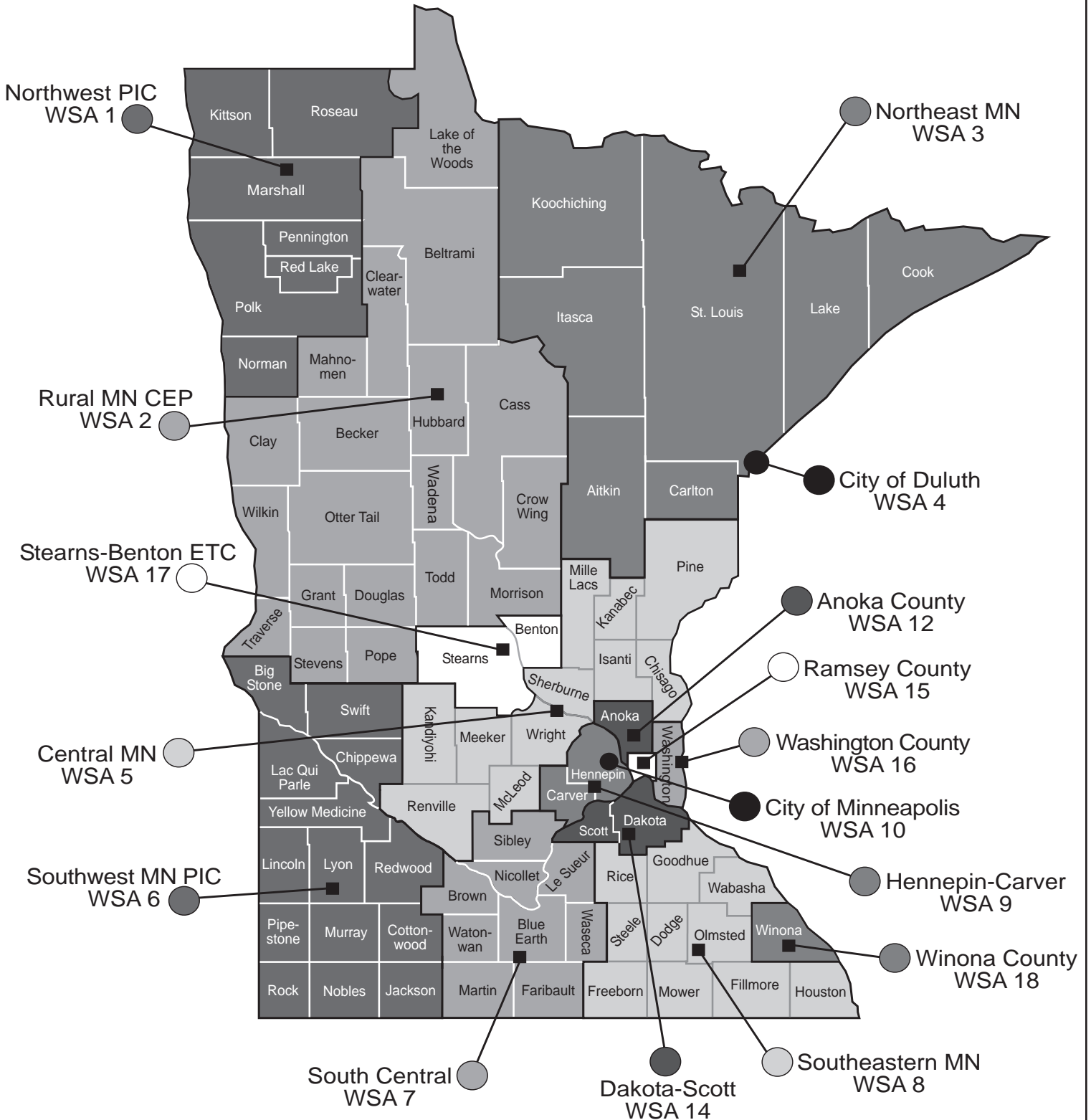
Website: [www.positivelyminnesota.com](http://www.positivelyminnesota.com)

# - WIA Title I-B Workforce Service Areas -

Programs conducted under WIA Title IB provide services to youth, adults and dislocated workers who need assistance to fully participate in the labor force.

For youth, programs provide year-round employment and training. The programs increase youth long-term employability by enhancing educational, occupational, and citizenship skills. Youth programs are designed to encourage high school completion, reduce welfare dependency and assist in making successful transitions from school to work, apprenticeships, the military or post-secondary training.

For adults and dislocated workers, the programs provide job training and other services resulting in increased employment and earnings. Among the services provided to adults and dislocated workers are: classroom training, on-the-job training, vocational and personal counseling, labor market information dissemination, and assessment.



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Department of Employment and Economic Development

An equal opportunity employer and  
service provider.

Upon request, this document can be  
made available in alternative formats.

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