

State of Minnesota  
Department of Employment & Economic Development  
Labor Market Information Office

PY 2003 One-Stop LMI  
**Final Report**

**Purpose of Grant**

The development of core LMI and career information products and services to support America's Labor Market Information System (ALMIS) and One-Stop Career Services System.

**Performance Period**

July 1, 2003 – June 30, 2004

**Budget**

ALMIS Database	30,000
Long-term projections	30,000
Occupational analysis products	160,000
Employer database	5,000
Produce localized information and other analysis	276,198
Information delivery systems	150,000
Workforce information training	50,000
Customer satisfaction assessment	20,000
<b>Total</b>	<b>721,198</b>

**Report Narrative**

This final report describes each project or service discussed in the statement of work, including milestones, estimated costs, principal customers, a summary of the results of consultation with the state WIB, specifics on how the products and services support the WIA/Wagner-Peyser Five Year Strategic Plan, and measurable outcomes, in the eight priority areas. It also provides a project status update as well as available customer use and satisfaction measure for the period of July 1, 2003 through June 30 2004.

## ALMIS Database

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### Planned Milestones and Expenditures

*Estimated costs:*        \$30,000

#### *Milestones:*

Monthly:                    Update LABORFORCE, CES, CESC CODE, CCES, CES\_SUPR  
                                  Submit ALMIS datasets to Consortium

November 2003:            Update LICENSE, LICAUTH, LICHIST

January 2004:             Update OCCPRJ, INDPRJ, STAFFPAT, INDDIR, OCCDIR, OCCPAT

February 2004:            Update WAGE, STATTYPE, WGSOURCE, LEVELTYPE, RATETYPE

March 2004:                Update POPULATION, BEAINCOM, EMPDB

May 2004:                 Populate SCHOOLS, PROGRAMS, PROGCOMP, COMPLTYP,  
                                  CIPCODE, LENTYPE, INSTTYPE, SUPPLY, INSTOWN

As needed:                 Training as required on ALMIS database and database structure.

Ongoing:                    Work with web developer to understand ALMIS database structure.

### Accomplishments

Staff performed timely updates of CES, LAUS, OES, License, CEW, Projections, Population, Income, and InfoUSA datasets; Assisted external state agencies with production of web sites that publish data from the ALMIS database; Trained local analysts in the use of the ALMIS database; Automated updating of INDPRJ, OCCPRJ, and IOMATRIX from state projections data sources; Automated updating of CES, INCOME, and POPULATN tables provided by National Crosswalk Service Center; participated actively in ALMIS Resource Center Consortia by suggesting structure modifications; assisted in the maintenance of [www.almisdb.org](http://www.almisdb.org), and the writing of technical ALMIS articles; provided training in a National ALMIS Database Administrator Training.

The ALMIS database has several important functions. First and most importantly, it is the foundation of the LMI website and thus closely linked to the success of our website. Secondly, it is queried by analysts for special requests and projects which cannot be run off the website; for example where pre-confidentiality screened data is needed. Finally, we have given most power LMI users direct access to confidentiality screened tables to use, for example, in web applications. This gives us control over the data and the most direct access for power users. Overall, the actual outcomes and expenditures closely matched the planned milestones and expenditures.

### Customer Outcomes

- ALMIS-format databases with OES, LAUS, CES and CEW statistics were available for download from DEED's LMI website. In CY 2002, the site's downloads directory handled 6,700 visits (or user sessions).

- In PY 2002, DEED/LMI began survey measurement of satisfaction. Of workforce development professionals who have used DEED's LMI website, 85 percent gave a very favorable rating for meeting their needs.

## Long-term Projections

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### Planned Milestones and Expenditures

*Estimated costs:*        \$30,000

#### *Milestones*

November 2003        Publish regional projections to 2010 with web posting and brochures  
December 2003:        Enhance web delivery of projections data.  
January 2004:        Begin data preparation and planning for employment projections to 2012.  
February 2004:        Commence analysis as final data input and software becomes available

### Accomplishments

Employment projections through 2010 for the state and sub-state regions are complete and available in print and on the web. Printed brochures are available at no cost to customers. To date ### have been distributed to customers. The web tool used to disseminate employment projections has been dramatically upgraded (see <http://data.mnwf.org/lmi/proj/>) Through this tool, occupational employment projections link to OES wages and most common industries, as well as O\*NET “related occupations” and “tasks”. Monthly visits to the OES/Employment Projections tool have averaged ### since it was made available in ###.

Projections to 2012 are nearing completion. The NAICS-based historical industry series is complete and the occupational baseline industry and occupation employment numbers have been finalized. The 2012 industry and occupational projections for Minnesota should be available on the website shortly after the June 30<sup>th</sup> deadline. Overall, the actual outcomes and expenditure closely matched the planned milestones and expenditures.

### Customer outcomes

- Long-term projections are available on DEED’s LMI website. In CY 2002, the site’s projections directory handled 11,400 visits (or user sessions).
- In PY 2002, DEED/LMI has begun survey measurement of satisfaction. Of workforce development professionals who have used DEED’s projections reports, 80 percent gave the DEED/LMI collection a very favorable rating for meeting their needs; 85 percent gave a very favorable rating for overall satisfaction.

## Develop Occupational Analysis Products

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### Planned Milestones and Expenditures

*Estimated costs:*        \$160,000

#### *Milestones:*

December 2003:        Finalize data collection and estimation for fourth quarter 2003 JV survey  
December 2003:        Use EDS system to produce regional occupation and wage estimates and publish these estimates on the LMI web site.  
January 2004:         Produce fourth quarter JVS Executive Summary and Regional Highlights  
February 2004:        Produce Regional Salary Survey Brochures  
June 2004:            Complete *Minnesota Careers 2005*  
                              Use EDS system to produce regional occupation and wage estimates and publish these estimates on the LMI web site.

### Accomplishments

The Job Vacancy Survey for fourth quarter 2003 was finalized and made available on the website in mid-January (<http://www.mnworkforcecenter.org/lmi/jobvacancy/>). The press release went out January 27<sup>th</sup> and there was a substantial media response. The following week a new data series, also collected through the Job Vacancy Survey, called “Future Hiring,” was released (see <http://www.mnworkforcecenter.org/lmi/jobvacancy/futurehiring/>). This new series was received by the media with much enthusiasm. The spring 2004 round of the Job Vacancy Survey is currently in process and is scheduled to be released in mid-July. On average the Job Vacancy website received ### visits monthly.

The EDS system has been used for a number of projects this program year. Regional Salary Survey brochures were produced and made available in early January 2004. Certain Workforce Information Boards around the state have, historically, conducted their own salary survey. Our goal is the convert all of these to EDS produced reports in order to keep methodology the same and increase efficiency of production. So far we’ve produced a specialized regional salary survey for the South Central region and ??????. Finally, the EDS system is used to produce statistics for the Job Vacancy Survey analysis, the new employment projections and the OES/Employment Projections web tool (see <http://www.mnwfc.org/lmi/oes/>), which includes regional data.

The printing and distribution costs for *Minnesota Careers 2005* have been dramatically scaled back this year due to lack of state financial support. While the publication’s content will be similar, the publication will be scaled back to 2-color and the layout will be simplified. Moreover, distribution to schools will be conducted by the Minnesota National Guard rather than by mail. The production schedule is on track for *Minnesota Careers 2005* which will be available at the end of August 2004. Overall, the actual outcomes and expenditure closely matched the planned milestones and expenditures.

### **Customer Outcomes**

- In PY 2002, DEED/LMI has begun survey measurement of satisfaction. Of workforce development professionals who have used *Minnesota Careers*, 79 percent gave the DEED/LMI collection a very favorable rating for meeting their needs; 85 percent gave a very favorable rating for overall satisfaction.
- Of workforce development professionals who have used the Job Vacancy Survey, 80 percent gave the DEED/LMI collection a very favorable rating for meeting their needs; 88 percent gave a very favorable rating for overall satisfaction.

## **ALMIS Employer Database**

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### **Planned Milestones and Expenditures**

*Estimated costs:*        \$5,000

#### *Milestones*

December 2003:        Develop and test an improved online query system.  
January 2004:        Place new query system on the LMI website with public database housed on DEED/LMI's server.  
                                 Upload data to website.  
February 2004:        Share new query system components with DEED's interagency partner, the ISEEK website.  
March 2004:        Upload data to website

### **Accomplishments**

Because of other pressing web development needs, only the first step in a three part development process has been completed. This piece is a system that allows LMI staff to manage accounts for intermediate users. The system gives multiple administrators the ability to approve, decline or cancel intermediate user accounts through an online system. This project is a necessary precursor to developing a system that will meet all user needs without violating the ALMIS Employer database contract. The next step in the development process is to develop the data display system. The final step will be to test the application and make modifications based on user feedback. This process will be completed in the 2004/05 program year. The cost for the entire system will exceed the \$5,000 budgeted, largely because of the necessity of the accounts management system.

### **Customer Outcomes**

In 2002, the LMI Analyst HelpLine handled 55 requests for query and compilation of employer records from the ALMIS Employer Database.

## Provide Information and Support to WIBs and Produce Other State Information Products and Services

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### Planned Milestones and Expenditures

*Estimated costs:*        \$276,198

#### *Milestones*

October 2003:        Cooperate with State Colleges & Universities System in developing and testing regional planning model.

December 2003:     Wage detail validation results  
Regional labor market profiles published as PDF documents.

February 2004:     Results on new hires and worker exits (turnover)

March 2004:        Results on job, worker, and churning flows

April 2004:         Results on multiple job holding and wage distribution  
Produce and publish industry profile

June 2004:         Publication of reports to disseminate wage detail research findings

Monthly:            *Minnesota Employment Review*  
Attend local WIB meetings  
Monthly WIB services tracking through internal reports

Ongoing:            *Minnesota Economic Trends*  
Support and facilitate labor market information requests for local WIBs, WorkForce Centers, and business community

### Accomplishments

The regional education planning model that we are working on with the State Colleges and Universities System (MNSCU) is turning out to be a great success. The final result will be a software package that provides extensive analysis on demand and supply of workers using data and methodology supplied by LMI. The software development was contracted out to a private firm and is currently in the testing phase. LMI and MNSCU staff are doing presentation on the tool around the State and it is being very well received.

Wage records analysis and validation continued this year with much progress. Wage distributions for 2000, 2001 and 2002 by industry and county are available on the QCEW website (<http://www.mnwfc.org/lmi/wagedist/>). Three analyses of Minnesota's wage distribution and one of labor market dynamics were published as *Minnesota Employment Review* Supplements in the past year (see <http://www.mnwfc.org/lmi/review/archive.htm>). Moreover, the BLS's *Monthly Labor Review* published an article by our wage records analyst Mustapha Hammida in the May 2004 issue (<http://www.bls.gov/opub/mlr/2004/05/art3exc.htm>).

Twelve issues of the *Minnesota Employment Review* and three of *Minnesota Economic Trends* have been produced in the last 12 months. These publications are available in hard copy and on the web. Much feedback has been received on article and issues, particularly for *Trends*.



Overall, feedback has been positive. *Trends* has included three industry profiles this year – forest products, healthcare, and tourism (see <http://www.mnwfc.org/lmi/trends/home.htm#1>).

Regional profiles for each of 13 regions in Minnesota are available on the LMI website at ??????. These are 10-page overviews of the regional economy and labor market with a focus on outstanding industries.

The Regional Analysis team members attended regularly scheduled WIB meetings to determine council needs and insure proper dissemination of available information. They also filled requests originating from local WIB meetings including:

- Local Industry Conditions: Using QCEW to identify growing and declining industries and the employment status of regional distinguishing industries
- Occupations in Demand: Using the Job Vacancy Survey to identify occupation-specific shortages
- Industry-specific reports: Using a variety of sources to identify employment trends and labor needs for an identified industry sector (e.g. healthcare, education, medical device manufacturing, finance, etc.)
- Industry Distribution: Provided employment distribution data for WIBs to set membership goals.
- Unemployment and Poverty: Using Census data to look at county, city and neighborhood-level employment and poverty trends
- English Proficiency and Disability: Using Census data to identify possible workforce training needs in a given WSA.
- Future Labor Force Supply: Using labor force projections (Census & State Demographer) to identify possible workforce shortages.

Overall, accomplishments and expenditures closely matched planned milestones and expenditures.

### **Customer Outcomes**

- Excluding LMI trainings, analysts delivered 103 other presentations, briefings and seminars in CY 2002. Numbers will be substantially higher in CY 2003. Most WIB members are directly exposed to LMI through these presentations.
- In PY 2002, DEED/LMI has begun survey measurement of satisfaction. Of workforce development professionals who have used *Minnesota Economic Trends*, 84 percent gave the DEED/LMI collection a very favorable rating for meeting their needs; 89 percent gave a very favorable rating for overall satisfaction.
- Of workforce development professionals who have used *Minnesota Employment Review*, 86 percent gave the DEED/LMI collection a very favorable rating for meeting their needs; 90 percent gave a very favorable rating for overall satisfaction.

## Support the Development of State Information Delivery Systems

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### Planned Milestones and Expenditures

Estimated costs: \$150,000

#### Milestones

January 2004: Develop navigable regional labor market profile webpages.  
February 2004: Deploy new web tools for query of wage distribution and labor dynamics statistics (from wage records analysis)  
May 2004: Roll out new web site with appropriate structural changes to accommodate new and improved active environment  
Monthly: Continue to publish *Trends* and *Review* on the web  
Ongoing: Electronic publication of all Career and LMI products  
Maintenance/analysis of current web presence  
Continue to enhance LMI website and data access tools  
Continue to distribute electronic “LMI Data Watcher” and “Employers in the Know” e-newsletters.

### Accomplishments

Much progress has been made on the Minnesota LMI website over the past year. A new OES/Employment Projections tool has been added that links the two data series and incorporates a skills analysis for each occupation for which there are skills data available (see <http://www.mnwfc.org/lmi/oes/> or <http://data.mnwfc.org/lmi/proj/>). Wage distribution data have been added to the QCEW site. The QCEW site has also been enhanced with more localized data – industry employment and average weekly wages are available for minor civil divisions in Minnesota. Mapping and graphing functions have been added to the QCEW site (see <http://data.mnwfc.org/lmi/es/>). The regional website portion of the site has been rolled out with newly developed Regional Profiles for each of the 13 regions in MN. Although the LMI Office continues to communicate via email lists regularly with our customers through news release and data/analysis notification, one avenue, Employers in the Know, was such a popular, high profile email newsletter that the agency Communications Office took it over. While there appears to be much support for this product, it is unclear at this date what its future will be.

Meanwhile ongoing maintenance on the site continues, for example *Trends* and *Review* as well as all of our other publications are available on the website, often before the printed publication is available. Moreover, data are updated regularly – see <http://www.mnwfc.org/lmi/laus/schedule.htm> for a partial schedule.) major new developments are also in process. First, the LMI Office has just completed purchasing a content management system that will give us more flexibility to present and connect content on specialized topics or regional information on the website. Secondly, the LMI Office is currently redesigning our website to be in line with the new look and feel of the Agency website for a July 12 2004 rollout. Third, major improvements in navigation and the information provided about data programs were implemented in late winter (see <http://www.mnwfc.org/lmi/lmi4.htm>). Finally, we continue to analyze web trends to better understand what content people are using most frequently and how they arrive at this content so that we can continue to improve the website.

Overall, accomplishments and spending closely matched milestones and estimated costs in this area.

### **Customer Outcomes**

- In CY 2002, DEED's LMI website handled a total of 437,700 visits (or user sessions). Numbers will be higher in CY 2003.
- In PY 2002, DEED/LMI has begun survey measurement of satisfaction. Of workforce development professionals who have used DEED's LMI website, 85 percent gave a very favorable rating for meeting their needs.

## **Support State Workforce and Career Information Training Activities**

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### **Planned Milestones and Expenditures**

*Estimated costs:*      \$50,000

#### *Milestones*

August 2003:      Introduce new LMI training for economic developers at trainings across the state

As needed:      Hold in-house new-analyst training  
                         Hold in-house Creative Conversation Forums  
                         Send staff to special training offered by BLS, ETA, and LMI Training Institute

Quarterly:      Hold 5-7 “Labor Market Intelligence for Decision-making” and “LMI for Employer Services” classes for WorkForce Center and partner agency staff

Ongoing:      Collaborate with other career products to deliver statewide training

### **Accomplishments**

For our customers and partners, LMI has provided 25 classes of “Labor Market Intelligence for Decision-making” and “LMI for Employer Services” for job counselors and other WorkForce Center staff and partners. Staff have also developed and now offer two new workshops: “Data Analysis for Economic Developers,” (13 were offered during the year), and “Using Census Data” which was co-taught by the State Demographer’s Office (three were offered during the year).

Since we are operating under a hiring freeze there has been little need to train in new LMI staff. However, ongoing training is very important in the context of an LMI Office. Six Creative Conversations were held on topics ranging from BLS program changes to an LMI Helpline refresher to new web tools including mapping tools.

### **Customer Outcomes**

- In program year 2003-04, DEED’s Regional Analysts delivered 42 half-day LMI trainings (up from 33 the previous year).

Training satisfaction averaged 8.6 (on a scale of 1 to 10) just a bit higher than the previous program year (8.1).

## Reaching LMI Customers

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**Who are they?**

**How many are there?**

**What did they request?**

UPDATE - Table 1. Minnesota Workforce Information Delivery Measures

Measure	Measure format	CY 2001	CY 2002	YTD 2003 (to Sept 30)
Requests handled	Number	3,239	3,501	3,261
Website visits (user sessions) to LMI	Number	403,500	437,700	516,200
Website pages viewed on LMI site + data.mnwfc.org + mncareers.org	Number	1,935,700	3,248,300	2,865,600
Presentations, trainings and briefings	Number	124	136	172
Half-day trainings for workforce dev and econ dev professionals	Number	27	33	32

In CY 2002, the LMI Analyst HelpLine and Regional Analysts responded to 3,500 questions and requests for information. Numbers will be higher in CY 2003. The Regional Analysts delivered 33 half-day LMI trainings and 103 other presentations, briefings and seminars. Numbers will be higher in CY 2003. The majority of presentations were delivered to external audiences (professional and trade associations, regional groups, conferences and “economic summits”). Presentations are often delivered in response to request for an expert speaker; in other cases, the presentations are the result of the proactive dissemination of new research and analysis.

Printed reports and resources from Minnesota’s labor market information collection are required materials in the career resource areas of Minnesota WorkForce Centers. Centers may replenish materials as needed. Materials are also distributed, on request, to other employment service providers that are external from the WorkForce Center System.

Minnesota’s labor market information collection is available online to anyone with a networked computer. Most of the statistical products and reports can be found at [www.MnWFC.org/lmi/](http://www.MnWFC.org/lmi/). LMI packaged for career decision-making can also be found at the Minnesota Careers site ([www.MnCareers.org](http://www.MnCareers.org)) and the interagency ISEEK site ([www.ISEEK.org](http://www.ISEEK.org)). In CY 2002, DEED’s LMI website handled 437,700 visits (or user sessions). Again, numbers will be higher in CY 2003.

Customized analysis and internal consulting services are also available to WorkForce Center staff. DEED has Regional Analysts stationed at WorkForce Centers in five regions of the state. The Regional Analysts serve as outreach agents and experts on Minnesota’s employment statistics system. Importantly, Regional Analysts collaborate with regional stakeholders and other researchers to develop new research and information resources. Recent projects include local labor market assessments and economic impact analyses requested by Dislocated Worker projects and economic development agencies.

Finally, DEED provides workforce development and economic development professionals with training on access and use of LMI resources. The half-day “Labor Market Intelligence for Decision-making” training has been offered for seven years by DEED’s Regional Analysts; 33 sessions of the training were offered in CY 2002. In the program year, two new workshops have been developed and offered: “LMI for Employer Services” and “Data Analysis for Economic Developers.” These workshops have proven very popular.

## Approach to Customer Satisfaction Assessment

Survey-based assessments of market penetration and customer satisfaction are being undertaken to improve understanding of LMI uses and usefulness. During PY 2002, DEED/LMI launched an on-going customer feedback system, designed to measure the reception and satisfaction of the Office's three largest customer segments. These segments include employers, job seekers, and workforce development professionals.

The customer feedback system involves several modes of data collection: telephone surveys of these key segments, mail-in surveys in publications, as well as an online survey form. (See Table 2.) Importantly, all surveys utilize a common set of customer satisfaction elements.

**Table 2. Customer satisfaction survey segments and primary survey method**

<i>Target audience</i>	<i>Source for sampling</i>	<i>Primary survey method</i>	<i>Start date</i>
Employer community	WINS administrative data on employers receiving WFC or JobBank services	Phone survey (by DEED/PPM and DEED/Job Service)	PY 2002
Job seekers	WINS administrative data on job seeker registrants	Phone survey (by DEED/PPM and UConn)	PY 2003
Workforce development professionals	Staff of WFCs and partner agencies	Web-based survey and Phone survey (by DEED/LMI)	PY 2002

Implementation of our customer feedback system was piloted first with just two customer segments.

- *Workforce development professionals.* In PY 2002, DEED/LMI collected customer feedback data from 114 workforce development professionals who have used LMI. DEED/LMI is using the PY 2002 data to evaluate and refine the survey instrument and processes in PY 2003.
- *Employers.* At the same time, the employer community is also providing customer feedback. DEED's Policy, Planning and Measures Office (DEED/PPM) manages a quarterly telephone survey of employers who have used any of 12 employer services available through the Minnesota WorkForce Center System. This survey includes questions on employers' use of labor market information. Of the employers surveyed, 116 indicated they had used some LMI product or service in the past 12 months.
- *Jobseekers (new in PY 2003).* DEED/PPM also manages a quarterly telephone survey of jobseekers served through WIA and the Minnesota WorkForce Center System. Starting

in PY 2003, the survey will include a question about LMI use and whether LMI met jobseekers' needs.

**Table 3. Common set of customer satisfaction elements**

Data element	Online survey and phone survey of workforce dev professionals	Employer survey	Jobseeker survey (starting PY 2003)
What products or services	Asked	Asked	Asked
Regarding products:			
<ul style="list-style-type: none"> <li>• Purpose in using?</li> </ul>	Asked	Asked	
<ul style="list-style-type: none"> <li>• Met user's needs?</li> </ul>	Asked	[Recommend adding]	Asked
<ul style="list-style-type: none"> <li>• How information was accessed?</li> </ul>	Asked	Asked	
<ul style="list-style-type: none"> <li>• Ease of access?</li> </ul>	Asked	Asked	
<ul style="list-style-type: none"> <li>• Clear presentation?</li> </ul>	Asked	Asked	
<ul style="list-style-type: none"> <li>• Met expectations</li> </ul>	[Recommend removing]		
<ul style="list-style-type: none"> <li>• Overall satisfaction</li> </ul>	Asked		
Suggestions of new LMI research?	Asked		
Visited MDES LMI website?	Asked		
Likely to use LMI collection in future?	Asked	Asked	

Survey results from the first year indicate that, overall, workforce development professionals and employers rate LMI products and services as “very favorable” in accessibility and understandability. These audiences are very likely to continue using the LMI resources available through DEED/LMI.



## **Recommendations for Improvements to the Suite of Core Products**

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### **Employee Benefits Survey**

Overall, we believe that the suite of core products as we have interpreted and developed it meets our customers' needs quite well. The one exception is an employee benefits survey. We were able to do an employee benefits survey funded by the State of Minnesota in 1998 with published results available in 1999. However, our customers are now beginning to find this data quite stale and we have received a number of requests for updated data. This is currently the only additional product that we would recommend adding to the suite of core products. Since benefit information does not change as rapidly as most other economic data, a survey conducted every other year or every third year is quite sufficient.

Using the survey instrument and methodology developed by the National Employee Benefits Consortium makes sense since much time and thought has been put into developing this product. It is important to note that employee benefits surveys are by their very nature quite complex and labor intensive. No matter how carefully questions are phrased on the survey instrument and no matter how carefully sampling methodology is chosen, an immense amount of follow-up and interpretation will be needed to clean and prepare data for analysis, and the analysis itself will be no easy process. We predict that simply adding this on to the existing suite of products without cutting back elsewhere or providing additional funding for states, or not providing a system for training and support, will in the short run lead to sloppy survey research and in the long run will not lead to a viable employee benefits survey program.

### **Best Practices**

Based on the number of web visits we receive monthly, the customer satisfaction findings, anecdotal customer feedback and consultation with customers, we believe that we have a very strong website, particularly in terms of the data access tools that we provide. We are happy to share these tools with other states but realize that this would take training and technical support, support that we are not in a financial position to provide with existing resources (we already provide extensive training and technical support to other states on the Job Vacancy Survey out of our Minnesota One-Stop LMI grant dollars). The result of the current situation is that states with the technical expertise and desire to improve their website work on their own to do so and other states (most of the 50 states) simply have websites that do not take advantage of current technology to meet the needs of their LMI customers. This is an unfortunate and inefficient situation, but not one that any single state is in a position to resolve. We urge the DOL/ETA to identify best practices within states and spearhead efforts to roll these practices out to other states.

### **Predictable Schedule for LMI One-Stop TEGEL and Funding**

We urge the DOL/ETA to maintain a regular and predictable schedule for the LMI One-Stop Grant process. Efficiency is compromised when funding streams are unpredictable. Moreover, as more emphasis is being put on the LMI Offices to consult with local WIBs and Governor's Workforce Councils, credibility among these entities is diminished if planning timelines are not met. Without a TEGEL on June 30th, we are not able to engage in the planning work that we need to do before going to the Governor's Workforce Development Council for consultation.

