

Minnesota

WORKFORCE INVESTMENT ACT

Annual Report

PROGRAM YEAR 2007



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INTRODUCTION

This report fulfills the Workforce Investment Act (WIA) Title I-B, Section 136(d) requirement to submit to the U.S. Department of Labor (DOL) 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 provide¹:

- 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; and
- 3) Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants.

The Secretary uses this report to fulfill the requirement to disseminate state-by-state comparisons of the information [WIA section 136(d)(3)(B)]. Additionally, report information 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)].

The data in this report is generated by the Workforce Investment Act Standardized Record Data (WIASRD) file. The WIASRD is a DOL-required electronic reporting file that combines data about

each client's activities and outcomes in various programs, so that data from across programs is reported to DOL in a single record.

The report starts with a description of performance measures, then proceeds with a discussion of statewide strategies to improve services to all job seeker customers, and concludes with program performance summaries and performance results. Program performance summaries are in the following order:

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

"Program summaries" include descriptions of the 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. All state performance results and local performance results are included in Tables A - P, beginning on page 31.

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. In 2004, DOL proposed a series of common performance measures in a Training and

¹ Report mandate and guidance sources include:

- www.doleta.gov/performance/Guidance/WIA/WIA-Annual-Report-Specifications-Expires-02282009.doc;
- TEGL 14-00, Change 1 (specifically, attachments G & H); and
- TEGL 14-03, Change 1, which moved the due date from December 1 to October 1 of each year.

Employment Guidance Letter (28-04). The common measures will replace the 17 legacy measures. States have three years from July 1, 2008, to implement the common measures for performance reports. Minnesota expects to begin implementing the common measures next July.

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.

Table 1: WIA Legacy and Common Measures

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

PERFORMANCE LEVELS

Minnesota has negotiated with U.S. DOL Program Year (PY) 2007 levels for the 17 core performance measures. Incentives are awarded for surpassing the negotiated levels and sanctions are imposed for falling short. The Department of Employment and Economic Development

(DEED) has established incentive and sanctions policies (see www.positivelyminnesota.com/wpd/policy/titleB/7.0_incentives/7.0_index.htm).

Workforce Service Areas (WSAs) have generally adopted the same performance targets for the four WIA Adult and four Dislocated Worker measures as the state. WSA directors advise the state on future negotiations with the U.S. DOL on performance targets.

The Office of Youth Development at DEED negotiates local youth performance targets with WSAs individually as a part of the local planning process. DEED considers local plans and circumstances and whether the WSAs are targeting the neediest youth in establishing statewide performance targets for WIA Youth programs.

PERFORMANCE EVALUATION

Performance level is based on the degree to which 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 each funding stream exceeds 100 percent and no more than one measure for each funding stream is below 80 percent of the negotiated target.
- **Met** - the average target ratio for each funding stream is 80 to 100 percent and no more than two measures for each funding stream is below 80 percent of the negotiated target.

- **Not Met** - the average target ratio for each funding stream is less than 80 percent and more than two measures for each funding stream are below 80 percent of the negotiated target.

Performance evaluations are included within Tables A - P, beginning on page 30. A summary of performance evaluations, including likely reasons for not meeting a performance target, are included in program summaries.

STATEWIDE IMPROVEMENT STRATEGIES

Minnesota's 2007 Unified Plan for the Workforce Investment Act (Unified Plan) 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 needed to grow their businesses.
- Provide workforce intelligence and training so Minnesota's workforce leads the world in talent and productivity.
- 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.

Table A.2 of *Minnesota's 2007 Unified Plan* (see: www.positivelyminnesota.com/wia/2007/unifiedplan2007.pdf on Page 11). identifies state-level workforce development initiatives that align with

the above goals. These initiatives will improve performance outcomes for all workforce development programs. Below are initiatives that directly impact WIA Title I-B programs and their performance. Program-specific improvements are listed within each program section.

Workforce Innovations Regional Economic Development (WIRED)

Minnesota was awarded a \$5 million WIRED grant in August 2007. The grant is jointly administered by DEED and the Southwest Minnesota Workforce Council and invests in 36 counties in west central, central, and south central Minnesota. The goal of the grant is to transform, innovate, and develop the talent needed for regional growth in emerging industries like renewable energy, bio pharmaceuticals, precision manufacturing, and others. A leadership board has been formed and an executive director was hired. They have put together the WIRED work plan and RFPs to develop the skill training and entrepreneurship programs.

Framework for Integrated Regional Strategies (FIRST)

Minnesota awarded nine FIRST grants of \$45-\$50,000 each to regional leadership organizations in PY08. The goal of FIRST grants is to create sustainable regional partnerships between workforce development, economic development, education, and business organizations who align their resources around common strategies to grow regional economies. Workforce Services Areas are leading many of these partnerships and participating in all of them to ensure that WIA strategies are supporting the common goals of the

FIRST grants. Four more FIRST grants will be awarded in the fall of 2008.

Strategic Focus on Industries and Occupations

Minnesota has adopted an industry/occupational-specific approach to align state agency resources and other organization resources on skill gaps. This demand-driven approach is allowing regional leaders to focus resources on sectors that may be of importance to specific regions, but that have not emerged as statewide priorities. An outstanding example of this approach is Southeast Minnesota: Preparing to Compete in the Age of Innovation.

In the PY08 WIA local planning guidance, DEED again asked each local Workforce Investment Board (LWIB) to identify the high-demand, high-wage industries and occupations that were critical to local and regional economic vitality. DEED's regional labor market analysts are linchpins in supporting regional economic competitiveness through their interpretation and dissemination of economic and workforce data to LWIBs, businesses, and educational institutions. An excellent example is The Northland Works (www.thenorthlandworks.org). This regional site provides local, regional, statewide, and national data for the interstate regional economy of Duluth, Minnesota and Superior, Wisconsin. DEED encourages local areas to direct their WIA Title I-B training resources toward priority occupations and industries. Once each LWIB identifies their priority occupations and industries, DEED's Business Services Specialists work with the key businesses to identify and address their growth needs.

Initiatives by the GWDC, DEED, and other state agency partners include:

- In 2007, the Governor's Workforce Development Council received a planning grant from The Joyce Foundation to work with Minnesota state agencies and their partners to strengthen policies that enable low-wage and low-skilled adult workers to advance in education and training systems, to acquire postsecondary credentials, and to compete in the labor market. The key agencies are DEED, Department of Education, Minnesota State Colleges and Universities, and the Department of Human Services. The partners studied the state-level policy, programs, administration and budget issues confronting the delivering of education and training services directly focused on low-wage and low-skilled workers.
- The planning efforts led to a commitment by the state's workforce development partners to build on their foundation and collaborations and form more sustainable partnerships that will help remove barriers before low-wage and low-skilled adult workers in Minnesota's labor market. The "state's workforce development partners" refers to state agencies that provide adult education, training and employment services, businesses, as well as nonprofits that work with low-skilled and low-wage adult workers. The partners committed themselves to work together toward this common effort through an initiative called **Minnesota FastTRAC: Training, Resources And Credentialing**. In 2008, two lead agencies for the initiative—the Minnesota State

Colleges and Universities system Office of the Chancellor (OOC) and the Minnesota Department of Education Adult Basic Education (ABE)—applied for and received an implementation grant from Joyce to launch Minnesota FastTRAC. In addition to OOC and ABE, FastTRAC also has the financial and institutional commitment of the Minnesota Department of Employment and Economic Development and the Minnesota Department of Human Services. A competitive RFP was issued in August 2008, and FastTRAC grants will be awarded in the fall.

- Continued participation in a Sector Policy Academy sponsored by the National Governor's Association has allowed Minnesota to learn and share sector and cluster work experiences.
- Pilot a technical assistance and capacity-building project funded by the National Center for Education and the Economy. This project is linking regional planning and implementation efforts around specific industry clusters and sectors among three WSAs.
- An additional 35 state and local workforce development leaders received training from the University of Minnesota Humphrey Institute on how to identify and support regional industry clusters. The course was adapted from curriculum developed by Michael E. Porter of the Harvard Business School. Course participants identified clusters and strategies to enhance economic growth for each region of the state. Several regions are now implementing cluster strategies.

See Attachment A for more information regarding cluster and sector work in Minnesota.

Integrated Service Delivery Strategy

Minnesota has integrated the federal and state Dislocated Worker programs, the Trade Adjustment Assistance (TAA) program, the WIA Title I-B Adult program, and Wagner-Peyser to provide more timely and seamless customer service.

MinnesotaWorks.Net (Minnesota's Job Bank)

Minnesota launched an enhanced job bank in August 2007. The new job bank, *MinnesotaWorks.net* (*see: www.minnesotaworks.net*), uses technology that provides better matches for employers and job seekers. The new technology (LENS) allows matches on multiple criteria at the same time, makes posting of resumes and job orders easier, and identifies alternative careers for job seekers based on resume information. The enhanced job bank will be the primary recruiting service for employers and government and will increase employee retention by providing better candidates to employers. WIA Title I-B customers place resumes on *MinnesotaWorks.net*, and they will benefit from this new tool and its matching enhancements.

DEED Policy Project

In June 2007, DEED initiated a study to determine whether the display and content of workforce development policies and guidance meet the needs and preferences of service providers and promote workforce requirements and priorities. A report on findings and

recommendations was completed in September 2007 (see: www.positivelyminnesota.com/wia/policy). DEED staff prepared a plan that identifies policy changes and an implementation schedule. Policies have been consolidated into one web site, and the next step is to implement common templates and procedures for writing future policies.

Pilot Work Readiness and Skill Assessment Instruments

Minnesota is piloting the National Work Readiness Credential (WRC). A work readiness credential is awarded to test takers who pass a computer-based assessment consisting of four modules that test for nine critical work readiness skills. The WRC focuses exclusively on entry-level skills. It is early in the testing process and no decisions have been made with regard to how, when, and if to roll this tool throughout the state. Minnesota is encouraging the testing of similar skill assessment tools to evaluate the effectiveness of different work readiness and skill assessment options.

Regional Administrators and Business Services

Instituted in PY05, Minnesota continues to enhance the system's effectiveness through Regional Administrators and the Business Services Branch of the Workforce Development Division of DEED.

Regional Administrators help coordinate employment and training programs with economic development and education programs in their regions to maximize program effectiveness and efficiency. They do this by convening parties to

identify priorities and develop strategies to address economic and workforce development issues. They also assist in aligning local resources to better serve business and job seeker customers.

Minnesota's Business Services Branch ensures that individual businesses maximize their use of government services that may increase productivity, limit costs, and increase their overall potential for success. The efforts of this Branch enhance the success for all programs serving job seekers by improving information flow between businesses and program staff serving job seekers. Specific examples of solutions locally provided by DEED Business Services Specialists are:

- Better recruitment strategies to attract quality workers.
- Coordination with Business and Community Development staff on business expansion and retention initiatives.
- Improved retention strategies that allow businesses to retain their quality workers.
- Referrals to training providers who can provide customized training to increase productivity of employees of businesses.
- Specific information regarding issues such as employment law, unemployment insurance, ADA, and other human resources issues.
- Access to important labor market information that will allow the company to make better decisions regarding their future workforce needs.

Minnesota's Business Services Branch is also working with groups in the targeted industries of manufacturing, financial

services, and healthcare to address the chronic and systemic immediate and long-term needs of businesses in these industries. Minnesota has hired Industry Specialists to work with industry groups and associations. Industry Specialists are also working with the secondary and postsecondary educational systems to create pipelines of future workers who will have the skills to meet the needs of these industries.

The Business Services University was launched in January 2007 to increase the capacity of Business Services staff to communicate with businesses and provide solutions to their complex issues. Enhancing staff ability to understand business needs transfer into better job seeker information on employment opportunities and the skills and knowledge needed for current and future jobs.

DISLOCATED WORKER PROGRAM

The Minnesota Dislocated Worker Program is crucial to maintaining the flexible workforce required to compete in today’s global economy. When changing markets contribute to layoffs, many workers can be left without viable re-employment options. The Dislocated Worker Program provides training, career counseling, and job search services that help customers return to the workforce faster.

Dislocated workers benefit from both state and federal funding in Minnesota. The federal program served over 4,600 workers during program year (PY) 2007 (July 1, 2007–June 30, 2008). The state program served over 13,000 dislocated workers.

Table1: Dislocated Worker Program Overview for PY2007

	WIA DW	MN DW	Total
Customers Served	4,625	13,033	17,658
Available Program Funding	\$9,060,290	\$29,379,850	\$38,440,140

Whom does the Dislocated Worker Program serve?

Customers served by the Dislocated Worker 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 lose their job due to economic conditions,
- Displaced homemakers (someone who was previously a homemaker who is seeking employment outside of the home),
- Veterans

To be eligible for the Dislocated Worker Program, an individual must typically be eligible for Unemployment Insurance (UI). UI is a temporary income replacement benefit, provided to qualified persons out of work through no fault of their own. (The Dislocated Worker Program does not serve temporary or seasonal workers who are laid off as a result of cyclical work which is a large portion of Unemployment Insurance recipients. This and funding limitations explain why not every UI recipient becomes a Dislocated Worker Program customer.)

Working in conjunction with Unemployment Insurance, the Dislocated Worker Program provides needed support for its customers during the transitional time following a layoff. Through career counseling, job search advice, and training unemployed workers are able to return to work faster. This both restores financial stability for the worker and aids the former employer by reducing their required contribution to Unemployment Insurance for that worker. Businesses that hire also benefit from employing a worker who enhanced his/her skills while enrolled in the Dislocated Worker Program.

Many dislocated workers can make a huge leap in education and career prospects from the time of layoff to the time they exit the program. Fifty-seven percent of dislocated workers served in PY 2007 had a high school diploma as their highest credential, when they entered the program. Two percent of customers served by the federal program had not graduated from high school at all. Meanwhile, 18 percent had some

college. (The remainder did not supply their educational attainment.)

Success Story: Sandra

My name is Sandra and I am a client of the Dislocated Worker Program at Quality Career Services.



Prior to coming to Quality Career Services, I was employed with the Star Tribune as an Account Executive in Sales for nearly 13 years before I lost my job. Needless to say, I was devastated. My whole life seemed to change within a few

days. The only thing I could think about was how are we going to survive? As a mature worker, going through training and the job search process was so terrifying for me. What if I went through all of that just to lose my job again?

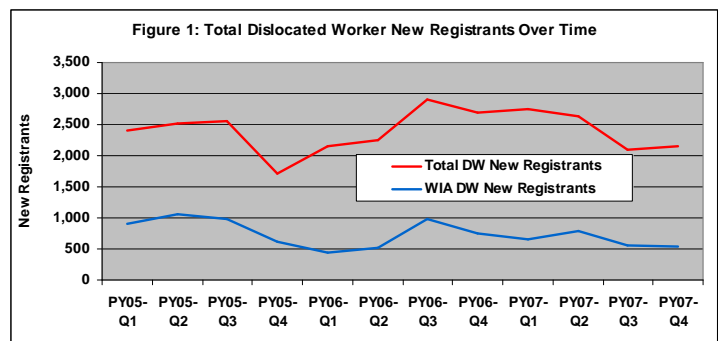
Then I learned about the Dislocated Worker Program and began working with my counselor, Jan Willms. I shared my dream of owning a business but told her that I felt I did not have the education I needed to succeed as a business owner. She explained how the program could help me and got me enrolled in the Business Entrepreneur program at Dakota County Technical College.

I am now a small business owner. Affordable Elegance Boutique is a consignment boutique specializing in designer labels for career wear for women who need to dress for success, but have limited means. [Starting my business] would not have been possible without the Dislocated Worker Program. I did not have the education I needed to make my dream a reality. The Dislocated Worker Program changed that. Not only have I succeeded in making my dream of starting my own business come true, but I have the legacy of overcoming adversity to leave for my children, which was made possible by the support I received from Jan Willms and the Dislocated Worker Program through Quality Career Services.

How many customers does the program typically serve?

The WIA Dislocated Worker Program served 4,625 job seekers Minnesota in PY 2007, an increase of 829 workers (or 21.8 percent) over the previous year. Of the total number served, about 53 percent were male and nearly half were between the ages of 40 and 54. Five percent of customers were African-American and nearly four percent were Asian. (The respective share of Minnesota’s population for these groups, are 3.5 percent and 2.9 percent.)

Figure 1 shows the trend of new Dislocated Worker registrants over time. The more constant line represents those workers served by federal funding. Additional state funding makes it possible to serve the very large and widely fluctuating number of workers added into the total line at the top. In PY 2007, the Dislocated Worker Program saw a fairly consistent rate of new registrants.



Success Story: Dawn Marie

Dawn Marie was laid off from her Office Assistant position with Thief River Jobbing Inc., of Middle River, where she had worked for two years, receiving \$9.75 an hour doing administrative work. Since there weren't many jobs available in Middle River, she was now faced with driving nearly 50 miles round trip each day to work in Thief River Falls. To offset the cost of gas and increased mileage on her vehicle, Dawn Marie would need a job that paid her significantly more per hour.

Dawn Marie enrolled in the WIA Dislocated Worker Program on March 19, 2008 at Northwest Private Industry Council. The Dislocated Worker Program helped Dawn with work clothing, temporary gasoline assistance, daycare expenses, and On-the-Job Training (OJT). Dawn Marie did her OJT as Administrative Assistant with Thief River Care Center in Thief River Falls and was subsequently offered the job, full-time at \$14.74 per hour.

During the training process, her Workforce Development Representative, Carl Unbehaun, monitored her progress along with her Supervisor, Shelley Solberg. On each visit, Shelley told Carl that Dawn Marie was a "godsend" and that she has absolute faith in her abilities and work ethic. In turn, Dawn Marie expressed joy over her new employment and thanked Carl for helping her transition to a more challenging and rewarding job.

What services does the Dislocated Worker Program provide?

The typical Dislocated Worker customer needs career counseling and some type of training to facilitate their return to the workforce. However, not every dislocated worker needs or receives training. According to a recent Rapid Response survey, the three most commonly requested services by dislocated workers are job leads/job replacement, resume and employment letter writing, and interviewing skills. Because each customer's needs are unique, a variety of customized services

are available to meet specific backgrounds and goals.

Dislocated Worker Program counselors meet with customers to determine which services would result in the most successful outcome for the worker. Service providers offer flexible core, intensive, training, and support services with federal and state program funds (see list below for a broad description of these services). Customer enrollments in the program can last anywhere from a few weeks to two years.

Some workers may be entitled to additional benefits under the federal Trade Adjustment Assistance (TAA) Act, which serves workers whose jobs have been lost to foreign competition. 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 Dislocated Worker Program.

The Dislocated Worker Program Serving Our Customers

Core Services:

- WIA eligibility determination
- One-Stop services orientation
- Basic skills MinnesotaWorks.net assessments
- Workshops for job-seeking skills
- Self-service tools (e.g. MinnesotaWorks.net)
- Job search and placement assistance
- Career counseling
- Review of economic data relating to chosen field

Intensive Services:

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

Training Services:

- Occupational skills training
- On-the-job training\Entrepreneurial training
- Adult education and literacy
- Job readiness training
- Customized training

Support Services:

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

How does the program provide these services?

A network of 26 certified service providers, employing hundreds of career counselors, provide the core and intensive services 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, in 1998 Minnesota established sixteen Workforce Service Areas (WSAs) as local partners. A local Workforce Investment Board (WIB) governs each area's priorities and operations.

Success Story: Vicki

Vicki enrolled in the Goodwill/Easter Seals (GES) Dislocated Worker Program in October of 2007 after she was laid off from a restaurant where she was an Assistant Manager for two years. Her layoff was the result of a back injury for which the restaurant could not make accommodations. Vicki was worried about her job prospects because her injury prevented her from working in a similar capacity in the restaurant industry.

Being enrolled in the Dislocated Worker Program allowed Vicki to explore careers while her back injury remained a barrier. She received assistance with resume writing, interviewing skills, job lead assistance, and guidance on building her confidence. Vicki also enrolled in training and became certified in the Accounting/Bookkeeping program through Tech Skills.

After her certification, she began a thorough job search. By utilizing the partnership GES has with US Bank in Minneapolis, Vicki applied and interviewed for a Bank Teller position. She was not offered the position, as she was deemed over-qualified by the branch manager. He did, however, encourage her to apply for the Assistant Bank Manager position that he had open! Although she had no prior experience, Vicki's past experience in the restaurant industry as an Assistant Manager, her excellent customer service skills, and new certification in Accounting/Bookkeeping landed her the job!

Vicki has been employed at US Bank in Minneapolis as the Assistant Manager since April 2008. Vicki reports she has gained additional confidence, and that through the Dislocated Worker Program, she did not just find a new job, but discovered a career.

In addition to the 16 WSAs, there are ten certified, independent service providers, which serve dislocated workers primarily (but not exclusively), in the Twin Cities area:

- Arrowhead Economic Opportunity Agency
- Career Management Services
- Career Solutions

- Employment Action Center
- Goodwill/Easter Seals
- HIRED
- Jewish Vocational Services
- Quality Career Services
- Teamsters Service Bureau
- Teamworks, Inc.

Dislocated workers who are part of a closing or a mass layoff—defined by WIA guidelines as a layoff of fifty or more people from a single work site during a single thirty-day period—are typically served through project or discretionary funds. Projects are a bit different from smaller layoffs in that a volunteer group of workers affected by the large layoff form an Employee Management Committee (EMC), which helps plan services for the project and selects a provider. The state invites all certified providers to compete for these special grants. Use of the EMC ensures responsiveness to customer concerns and more immediately empowers workers to have a say in their future.

A dislocated worker who is part of a smaller layoff can simply select a WorkForce Center, or one of 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's labor market, among other appropriate factors.

Why is the Dislocated Worker Program important?

Even in good economic times, there is a great deal of churn—jobs destroyed, jobs created, and businesses opening and

closing. In such an environment, a program like Dislocated Worker which offers labor market information, counseling, and training helps minimize the “skills mis-match” between what employers need and what workers have.

When the economy softens, as it did in PY 2007, the Dislocated Worker Program goes from being helpful to essential. Workers laid off without many prospects can readjust more quickly and get back to work in a growth industry. The training provided by the program makes these workers more attractive to potential employers and may even prevent future job loss.

Minnesota's employment grew by 7,596 jobs or by less than one percent during PY 2007, essentially a stagnant rate of growth. The nation's job growth was also non-existent during the same period as it posted a slight loss of 167,000 jobs (less than one percent).² While Minnesota does not appear to be losing jobs at an alarming rate, the collapse of the housing market is likely to have a greater affect in Minnesota than in other states given the large share of its economy that is driven by construction. Mortgage lenders have also been hard-hit in Minnesota as foreclosures have increased and previously inflated house values have fallen.

Table 2 lists the largest layoffs served by the Dislocated Worker Program in PY 2007. Reported dislocation events for PY2007 remained nearly constant from the previous year (109 compared to 110 for PY 2006). These 109 events affected

² Employment data from Current Employment Statistics (CES) program, as of August 13, 2008. For updated information go to: www.positivelyminnesota.com/lmi/tools/ces

6,371 workers—a 25 percent decrease in affected workers from the previous year. There were 39 layoff events affecting 2,099 workers in manufacturing, which accounted for 36 percent of all dislocation events. Manufacturing accounted for a smaller share of the layoffs than in previous years. In addition to manufacturing, the retail trade, wholesale trade, information, educational services, and healthcare (in long-term care facilities and administration) industries had the highest number of reported workers affected by a layoff in PY 2007. Not every worker affected by a layoff event becomes a customer of the Dislocated Worker Program.

Table 2: Top 10 Mass Layoff Events in PY 2007

Company	Industry	Location	Employees Laid Off
Macy's	Department Stores	Minneapolis	800
Champion Air	Commercial Air Transportation	Bloomington	356
Kimball Electronics	Bare Printed Circuit Board Manufacturing	Hibbing	260
Integra	Wired Communications	Minneapolis	200
Good Shepherd Care Center	Nursing Care Facility	St. Paul	178
Weyerhaeuser	Truss Manufacturing	Deerwood	158
HC Holdings LLC	Metal Household Furniture	Wadena	154
Coleman Powermate	Industrial Machinery and Equipment Merchant Wholesalers	Springfield	150
General Mills	Frozen Fruit, Juice, and Vegetable Manufacturing	Chanhausen	95
Spartech Packaging	Mankato	All Other Plastics Product Manufacturing	80

Who responds when a layoff occurs?

Quickly reaching workers affected by a layoff is essential to reducing the economic and social consequences created by layoffs. Rapid Response activities are crucial to the timeliness of dislocated worker services.

Minnesota's Rapid Response team functions as the first responders when the Dislocated Worker Program receives word that a layoff or plant closing is imminent. The team may find out about upcoming layoffs from a number of sources: the employer, workers who have been or will be laid off, suppliers to the business, local government officials, and/or the media. The federal Worker Adjustment Retraining Notification (WARN) Act requires that employers notify the government and its workers in the event of a mass layoff. Many employers notify the State even if their layoff includes less than 50 people.

Upon notification, the Rapid Response team meets with the employer to discuss the size, scope, and timing of layoffs. As Minnesota improves its broader Business Services, Rapid Response also looks for opportunities where layoff aversion may be possible. If layoffs move forward, the Rapid Response team informs all relevant stakeholders and sets up orientation meetings with workers in which they provide information about Unemployment Insurance benefits and the services offered by the Dislocated Worker Program.

How does the Dislocated Worker Program measure success?

For the 4,625 workers served by the WIA Dislocated Worker Program and 13,033

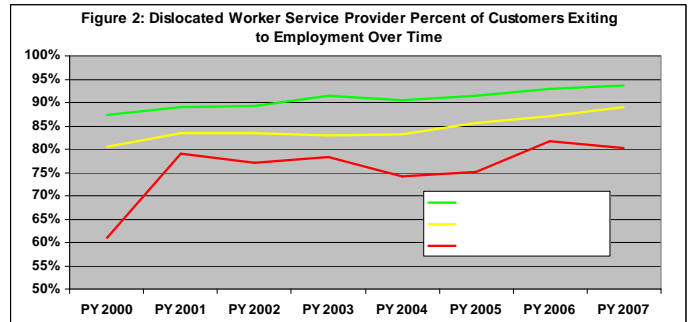
workers served by the State Dislocated Worker Program in PY 2007, the performance outcomes, compared to the standards negotiated with the DOL, are as follows:

Table 3: Program Performance Measures

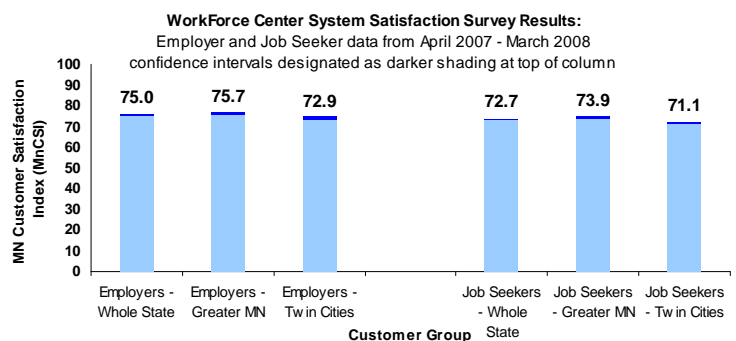
Entered Employment Rate (did the customer exit employment)	84.0%	89.1%	88.3%	88.5%
Six Month Retention Rate (did the customer keep that job)	89.0%	92.0%	92.5%	92.4%
Average Earnings (what the customer earned for two quarters after exit quarter)	\$16,892	\$17,529	\$18,630	\$18,348
Credential Rate (did the customer get a diploma)	60.0%	71.5%	67.1%	68.3%

Dislocated Worker service providers made commendable improvements in their year-to-year performance. For example, this year's entered employment rate is more than 2 points higher than last year. In fact, the trend in Figure 2 reveals that Dislocated Worker Program service providers exited more customers into employment in PY 2007 than in any previous year. This year's credential rate and average earnings also saw improvement. Minnesota's WIA Dislocated Worker

Program retention rate was only 0.5 percent lower than the previous year.



Businesses and workers continue to report a high level of satisfaction with the Minnesota WorkForce Center system, where most Dislocated Worker customers receive their services. For the period April 2007 to March 2008, Minnesota employers reported a Customer Satisfaction Index of 75.0 with all WorkForce Center programs. MnCSI, the Minnesota Customer Satisfaction Index, is the average response to three DOL-mandated questions on customer satisfaction. The MnCSI is modeled on the ASCI (American Customer Satisfaction Index), a measure of customer satisfaction widely used in the private sector.



Minnesota WorkForce Center Dislocated Worker customers served by both the state and federal programs reported a level of satisfaction of 74.4 during June 2007 to May 2008. Ninety-one percent of

WIA Adult and Dislocated Worker customers felt staff understood their needs and ninety-five percent of customers felt staff responded in a reasonable amount of time.

Success Story: Mary

Mary lost her job after working 27 years as a cook when the southeastern Minnesota flood of 2007 ravaged the restaurant where she worked. When Mary found out her employer decided not to re-build Mary did not know where to turn. Mary stated, "It was overwhelming and scary. I felt lost." Mary decided to work under the National Emergency Grant, assisting in the flood recovery in Rushford, Minnesota. Her duties ranged from cleaning up flood debris to assisting in the disbursement of over 10,000 articles of new clothing to flood victims. Mary also enrolled in the Dislocated Worker Program and attended computer classes at a local technical college.

Soon after, Mary was offered a clerical position at a local hospital earning a higher wage than her previous job. Mary stated "The program gave me direction and purpose and kept my mind off of things. I had options and learned new tasks. I gained confidence in myself through the different job tasks I was assigned and most importantly, through the support of the Workforce Development staff. I would not be where I am today if it were not for the program and the assistance I received."

What is on the horizon for the Dislocated Worker Program?

Here are some of Minnesota's Dislocated Worker Program accomplishments during PY 2007:

- Continued to serve customers from large layoffs, like Andersen Windows in Bayport, with federal dollars. Most of the workers laid off live in Wisconsin, and the local providers are doing an outstanding job of working seamlessly across the border—even with the additional complications of TAA co-enrollment.
- Launched a new web-based Occupations in Demand tool (see www.positivelyminnesota.com/lmi/tools/oid/default.aspx) which provides state-of-the-art information to Dislocated Worker Program counselors and customers. This tool, which we believe to be the most detailed and easy-to-use resource of its kind nationwide, has greatly assisted Minnesota in becoming more demand-driven in its approach to Dislocated Worker services.
- Re-established an annual conference for job seeker counselors (including counselors for DW, WIA Title IB Adult, and Veterans Employment). This critical professional development opportunity provides counselors with policy updates, peer learning opportunities, and the chance to celebrate success.
- Continued to deepen co-enrollment of Dislocated Worker Program and Trade Adjustment Assistance customers, by bringing TAA into the same customer database—Workforce One—as the state's other workforce development programs.
- Coordinated Dislocated Worker Program efforts with our participation in the Career Advancement Account (CAA) pilot, which served 273 customers during that year.

Looking ahead to PY2008 we will:

- Minnesota's Dislocated Worker Program will supplement its regular program efforts with the newly awarded federal demonstration grant, which will increase entrepreneurship opportunities for federal dislocated workers 50+ years old. This three-year, \$2 million

initiative will serve 500 customers using the Growing America Through Entrepreneurship (Project GATE) model that the DOL has embraced, and which Minnesota piloted several years ago.

- Continue to refine the Occupations in Demand tool in response to customer feedback.
- Provide a strong finish to the CAA pilot, by making full use of leveraged resources in the federal Dislocated Worker Program and related workforce development initiatives.
- Continue our annual job seeker counselor conference.
- Modify our Rapid Response database to begin calculating the cooperation level of employers, so that we can set more definitive goals in this area. We believe that employer cooperation is a key aspect of success in a mass layoff project, and with this measurement capability, we will be able to track the achievement of strategies to improve cooperation.

Providing comprehensive services to dislocated workers has been a priority in Minnesota for many years. Minnesota's Dislocated Worker Program distinguishes itself nationally in its aggressive funding, innovative programming, and outstanding results. In the coming year, the program will continue to focus on strategies aimed at keeping Minnesota workers secure, prepared, and competitive in the labor market. The Dislocated Worker Program has worked vigorously to realize this goal, and we firmly believe that Minnesota's twin engine of prosperity will continue to be its increasingly skilled workforce and the competitive businesses that hire them.

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.

Minnesota's vision for improving services to youth includes the following five major themes:

- Coordination of resources at the state and regional level
- Connecting youth with quality educational and high-growth employment opportunities
- Meeting the needs of employers
- Performance accountability
- Commitment to improving the quality of services

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, community corrections, health, Rehabilitation Services, State Services for the Blind, Job Corps, and the business community. Collaborative efforts lead to shared outcomes for all youth-serving partners.

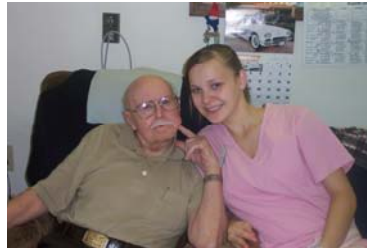
Services

Youth participants have access to work experience including high-growth occupations such as healthcare and manufacturing, 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.

Success Story: Kristine

Kristine was a single parent living on her own at age 16 when applied for WIA Youth Services operated by Rural Minnesota CEP. A work training site was developed for her at Harmony House in Little Falls working as an aide with the elderly. Kristine worked at this site for eight months during the school year. While on summer vacation, Kristine attended the Career



Planning workshop at the Little Falls WorkForce Center and explored careers in health care. She was not convinced that health care

was the right field for her, yet she wanted to find employment that provided her with a higher wage than the work training minimum wage. During the workshop, Kristine explored a career as a Registered Nurse and the training involved for that career. Kristine found out that working as a CNA was a good step into the nursing field. A special training session, funded through a community partnership including WIA, was developed at Horizon health in Pierz, Minnesota for nine CEP clients to attend, and Kristine was one of the nine.

Kristine attended the CNA training and passed the course and the test-out. She then applied for a CNA position at the Lutheran Care Center in Little Falls. She is now employed there at a wage that is meeting her needs. Kristine will graduate from high school in the spring of 2009 and plans to attend post-secondary education in the health care field.

LWIBs and Youth Councils provide leadership by serving as a catalyst to connect youth with quality secondary and postsecondary educational opportunities and prepare youth to participate in a new, knowledge-based economy. 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 high-growth/in-demand occupations, education, and/or training. Different populations of youth have different needs. Language and cultural issues are a factor in designing and providing quality services. In PY2007, 42% of the youth served under WIA were from communities of color.

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

- Paid and unpaid work experiences, 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
- Follow-up services

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 - the following table outlines 10 Workplace Readiness Skills (see:

www.positivelyminnesota.com/youth/docs/WIA_WkplRdySkills.pdf) and explains

how WIA emphasizes the skills and traits necessary for successful employment. Benefits of participation in youth employment programs include:

- Contextual (e.g. hands-on) learning strategies can 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. LWIBs and Youth Councils use web-based Regional Career Information to assess employment opportunities in high-growth industries.
- Participants (current and former) 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. The youth and the community benefit from the work performed under WIA.
- Connects disadvantaged youth to other community resources and provides community service and leadership opportunities that would otherwise not be available.

Success Story: Heather

Heather is an 18-year-old participating in the City of Duluth's Youth Employment Services (YES) Program. Heather has been diagnosed with Asperger's Syndrome, which is a



neurological disorder that can be easily confused with autism. Heather is currently a student at Harbor City International School, a Duluth charter school recognized and licensed by the State of Minnesota. She anticipates earning her diploma from

Harbor City next year. The smaller class sizes and more personalized attention have been beneficial to Heather, who is still undecided about her choice of career, but wants to pursue a college education. The coordination that the YES Duluth staff has promoted has helped Heather improve, not only in the classroom, but also on the worksite.

Heather's work experience has helped her greatly improve her social skills and ability to work in a changing, fast-paced environment. Her supervisor is very pleased with the quality of work that Heather has performed to date and has found her to be a great addition to their staff.

Providers

Minnesota's LWIBs provide services through a network of public and private nonprofit youth service providers and WorkForce Centers. Workforce Services 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

and Industry Specialists serve as liaisons between the business community and the workforce development system, helping to identify the needs of local employers. DEED's network of local Labor Market Analysts provide current labor market information to support career planning and facilitate regional planning to meet employer needs. Strong relationships between the partner agencies in the local WorkForce Centers provide ease of access and referral between programs.

Customers

A qualified and educated workforce is critical to Minnesota's economic development in today's era of national and global competition for jobs. Many of Minnesota's neediest youth face obstacles, however, to reaching current and future job demands. In PY2007, 66% of the youth served were basic skills deficient; 48% had a disability, 35% were from families receiving public assistance and 30% were system-involved youth (foster youth or juvenile offenders).

Minnesota places a priority on serving the neediest youth including out-of-school youth, youth with disabilities, youth in foster care, juvenile offenders, Native American, and homeless youth. Foster youth and foster parents are represented in local Youth Councils. Services are provided to economically disadvantaged and at-risk youth between the ages of 14 and 21 who are:

- School dropouts
- Basic literacy skills-deficient
- Homeless or runaway
- Pregnant or parenting
- Offenders

- In need of assistance to complete an educational program or to secure or hold employment

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.

A Summary Comparison of Minnesota WIA Youth versus National WIA Performance is available on the DEED web site (see: www.positivelyminnesota.com/youth/docs/WIA_Perf_MNvsUS.pdf).

Performance Results

Table 3 provides statewide performance results for the Youth program. WSA results are included in Table O, beginning on page 35.

Performance Evaluation

Table 3 indicates that Minnesota exceeded all WIA Youth statewide performance goals for PY 2007.

Table 3: Youth Performance Measures

Performance Measure	PY07 Target ¹	PY07 Result	PY07 Target Ratio ²
Younger Youth Skill Attainment	89.0%	93.6%	105.2%
Younger Youth Diploma/Equivalent Attainment	75.0%	84.6%	112.8%
Younger Youth Placement and Retention	70.0%	73.6%	105.1%
Older Youth Placement	76.0%	82.1%	108.0%
Older Youth Retention	82.0%	84.4%	102.9%
Older Youth Wage Gain	\$3,500	\$4,714	134.7%
Older Youth Credential	53.0%	56.4%	106.4%

¹ Standards negotiated with the U.S. Department of Labor.
² PY07 Target Ratio = PY07 actual performance level (i.e., Result) divided by PY07 negotiated performance level (i.e., Target), multiplied by 100.

Improvement Strategies

The following paragraphs summarize ongoing Youth Services improvement strategies.

Minnesota's Shared Youth Vision Activities

Minnesota is one of the pilot states selected to participate in Shared Youth Vision (SYV) activities to improve services to youth most in need, including youth in foster care, dropouts and potential dropouts, youth with disabilities, juvenile offenders, Native Americans, and homeless youth.

Minnesota's commitment to improving services to the neediest youth is reflected in the Shared Youth Vision web page maintained by DEED. Minnesota's SYV activities began in August 2006 and continue to date (see: www.positivelyminnesota.com/youth/sy/syv.htm).

Minnesota's SYV Team identified four areas of common concern:

- Improving transition outcomes for youth with disabilities

- Improving services to youth in foster care
- Preventing and ending homelessness
- Reducing dropout rates

Minnesota's SYV Team includes representation from:

- 20 state agencies/offices
- 4 youth-serving non-profit organizations
 - Minnesota Conservation Corps
 - PACER Center
 - Workforce Development, Inc.
 - Junior Achievement of The Upper Midwest
- White Earth Indian Reservation
- Hubert H. Humphrey Job Corps Center

Web-based Regional Career Information

User-friendly regional labor market profiles help youth/parents answer basic questions: What careers fit my interests? What do these jobs pay? Which careers have jobs available? What training and education do I need? Regional labor market profiles help WSAs/LWIBs/Youth Councils to identify short and long-term skills and competencies needed by youth to satisfy employer requirements in each region. DEED's network of local Labor Market Analysts provide current labor market information to support career planning. DEED's Business Services Specialists promote the web sites with regional employers. Business Services Specialists invite local employers to feature web content about career opportunities. See, for example, the following Regional Career Information web sites hosted on ISEEK and developed in conjunction with Minnesota's SYV project: Headwaters Region (www.iseek.org/headwaters),

North Central Region (www.iseek.org/northcentral), Northwest Region (www.iseek.org/northwest) and West Central Region (www.iseek.org/westcentral).

Outreach to Schools Pilot Project

Continued funding for the Outreach to Schools Initiative will come from Minnesota's WIA 10% funds. Post-secondary students in counseling (or related fields) are trained to bring career exploration and planning to thousands of youth and parents each year. Interns provide youth in alternative schools and traditional schools with information about in-demand occupations and the training required to enter high-growth jobs. One of the goals of the Outreach to Schools Project is to provide orientation and training for local educators regarding resources available through the Minnesota WorkForce Center System, including MinnesotaWorks.net (www.minnesotaworks.net), ISEEK (www.iseek.org/sv/index.jsp) and MNCareers (www.iseek.org/mncareers), and other SYV partners.

For more information on the Outreach to Schools partnerships underway in Minnesota, see:

www.positivelyminnesota.com/youth/o2schools.htm.

Interagency Initiatives

Minnesota's SYV partners are working together to improve services to youth most in need. DEED is a partner in several interagency initiatives, including:

- The National Governors Association Policy Academy to improve outcomes for youth in foster care.
- Dropout Prevention, Retention, and Graduation Initiative to reduce dropout rates and improve graduation rates among at risk students.
- Project C3: Connecting Youth with Communities and Careers, to improve the transition outcomes of youth with disabilities.
- The Minnesota Interagency Task Force on Homelessness, to prevent and end homelessness.

Project C3 MN

Project C3 MN is an online resource mapping tool designed to connect youth, families, professionals, and employers to services in their communities (www.c3online.org). Information on hundreds of resources and youth-serving organizations is easily accessible through this web site.

Through Project C3, resources in a geographic area representing 87% of Minnesota's population have been mapped. Negotiations are underway to expand Project C3 into western Minnesota and complete the resource map for the state. Funding to expand into western Minnesota will be provided by SYV partners.

Youth with disabilities are employed as Resource Mapping interns (see: Best Practices at www.positivelyminnesota.com/youth/docs/best_practices/BP-ProjectC3.pdf).

MnCareers Regional Supplements

SYV partners (MnSCU, DEED and ISEEK) worked together to produce printed regional career information

guides, LWIBs paid for printing and a multitude of local SYV partners helped distribute them. Hundreds of school districts, alternative schools, and technical colleges received the MnCareers publication entitled, "Exploring High-Demand, High-Pay Occupations," along with job seekers, students, counselors, parents and employers. Select the following links to view the *MnCareers Regional Supplements*:

- Headwaters Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR2HW.pdf)
- North Central Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR5NC.pdf)
- Northeast Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR3NE.pdf)
- Northwest Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR1NW.pdf)
- Southwest Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR6W8SW.pdf)
- West Central Region (www.positivelyminnesota.com/youth/syv/PDFs/2008_EDR4WC.pdf)

Youth Zones

WorkForce Centers have developed Youth Zones and youth-focused web sites to engage youth and ensure that youth from all backgrounds can access a variety of services and activities. See, for example, the Dakota County WorkForce Center's website for youth called *The Zone* (www.mnwfc.org/dakota/zone/index.htm).

Youth Councils

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

Youth Councils:

- Include representation from employers, K-12 Education, alternative schools, Carl Perkins Consortiums and other higher education, corrections, human services, Rehabilitation Services, housing, Job Corps, foster youth and parents.
- Assure that the youth services strategy fits into the overall vision and strategic direction for workforce development established by the LWIB.
- Conduct focus groups with Carl Perkins Consortiums, local school districts (including alternative schools) to determine how the LWIBs, Youth Councils, and WorkForce Centers can partner with higher education and the K-12 system to help young people - the emerging workforce - connect to education and training opportunities that lead to successful employment.
- 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 a postsecondary training.

- Initiate Youth Summits to enhance service coordination and identify youth needs and service gaps. Coordination ensures that youth from all backgrounds can access a variety of services.

WIA Incentive Funds - Math Camp

Workforce Development, Inc. in Southeast Minnesota used WIA Incentive dollars to implement a *Math Camp* for youth one or more



grade levels behind their peers. Participants are English as a Second Language (ESL) learners who are recent immigrants to Rochester.

Two instructors from the Rochester School District developed special curriculum using programmable calculators. The calculators

are the tool that the ESL learners use to solve math problems. When the youth finishes his/her assignment, their calculator is plugged into the instructor's workstation and is corrected automatically. The software shows each student where errors occurred and how to correct them. Participants work in teams to arrive at the answers for the problems presented to them. *Math Camp* enhances work readiness skills, such as communication, problem solving and teamwork for ESL learners.

Youthbuild Coordination

Minnesota's SYV website

(www.positivelyminnesota.com/youth/syv/syv.htm) has been updated to include information on how to find and contact Youthbuild

(www.positivelyminnesota.com/youth/youthbuild.htm) projects operating in Minnesota. DEED partnered with the MN Youthbuild Coalition to develop the web-based Youthbuild Best Practices summary available at

www.positivelyminnesota.com/youth/docs/best_practices/BP-Youthbuild.pdf.

Workplace Safety for Teens

DEED and the Department of Labor and Industry partnered with the National Young Worker Safety Center on the Minnesota edition of *Talking Safety: Teaching Teens about Workplace Safety and Health*

(www.positivelyminnesota.com/youth/safety). In March of 2007, Train-the-Trainer workshops were provided to Minnesota youth practitioners and SYV partners at state and local level.

The states of Minnesota, Oregon, and Connecticut are partnering on a new initiative to expand the Youth@Work Curriculum into schools.

Success Story: Donald

My name is Donald and I was enrolled in Ramsey County Workforce Solutions' YouthLEAD Program. I have gained valuable skills and job readiness training that led me to enroll in Inver Hills Community College and find a good job. My future plans include returning to college and becoming a Pastor.

As a youth counselor at a seasonal youth camp, we traveled to the Mississippi Gulf Port area to provide assistance to the children affected by the Katrina Disaster. It was a life-changing event



for me. In addition to the employment assistance, I participated in the YouthLEAD Leadership Committee, and other training offered by Ramsey County Workforce Solutions' youth program. YouthLEAD contributed to me becoming more involved in my local community. I'd also like to touch on the tremendous care and support my fellow YouthLEAD participants and I have gotten from the entire YouthLEAD staff. My job counselor has always believed in me and challenged me to do more.

DEED's Youth Web Site

DEED's Youth Web site (www.positivelyminnesota.com/youth), including the SYV web link, continues to be an effective strategy for expanding and sustaining state and local partnerships. Training opportunities, RFPs, and technical resources are posted, along with best practices.

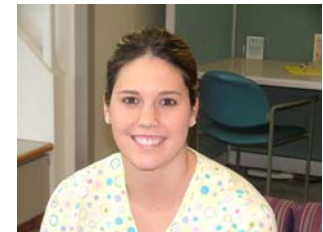
Detailed web statistics have been collected since 2002. There are approximately 130 visits per day to DEED's Youth Web site with roughly 400 documents downloaded per day.

For more information on Youth Services administered through DEED, visit: www.positivelyminnesota.com/youth and www.positivelyminnesota.com/youth/syv/syv.htm.

Success Stories: Melissa and Ryan

Melissa always knew she wanted to be a nurse. She understood it would require hard work, but she was determined. A friend referred her to the Crookston WorkForce Center and told her about WIA Youth

services. "When you are going to school full-time you don't have too much time for anything else, such as work. This program helped alleviate some financial stress and helped me achieve my goals," said Melissa.



Currently Melissa is working at a local clinic in the cardiology department. She assists doctors, reads reports, takes vital signs, distributes medications, answers phone calls, answers questions and is happy to begin her career as a nurse.

Ryan was attending Northland Community and Technical College when his instructor told him about the WIA Youth program. He was worried



about not having sufficient funding to continue with school. The WIA Youth program allowed Ryan to continue his college education and not have to worry about working full-time. According to Ryan, this also allowed his focus to be on learning.

Ryan graduated from Northland Community and Technical College with a diploma in the Aviation Mechanics Program in May of 2007. He was immediately hired full-time by Columbia Helicopters in Portland, Oregon as an aviation mechanic.

ADULT PROGRAM

In PY07, Minnesota's WIA Title I-B Adult program provided 2,361 individuals with employment and training assistance to increase their employment, earnings, and occupational skills. The program (along with Wagner-Peyser) gives critical funding to required core services for the "universal customer." Employment is the goal for the customer, whether the customer is a universal customer or one of several locally prioritized groups being served by WIA Title I-B with specialized training services.

Services

The Adult program provides the following types of services:

- Job openings (MinnesotaWorks.net)
- Classroom training including training for non-traditional positions
- Entrepreneurial training
- On-the-job training
- Vocational and personal counseling
- Labor Market Information
- Assessment tools
- Supportive services
- Resource Areas and equipment
- Referrals to other agencies

When an individual needs supportive services to complete the Adult program, and if resources are available, local service providers may offer one or more of the following:

- Transportation
- Family care
- Healthcare
- Housing or rental assistance
- Emergency health insurance
- Emergency financial assistance
- Tools and clothing

- Personal, financial, and legal counseling
- Needs-based payments

The Adult program continues to operate under common unit management with the Dislocated Worker and TAA programs, to improve coordination of policy and similar state-level activities.

Success Story: Kim

Kim is a single parent who was unemployed when she enrolled in the WIA Adult program. Kim met with staff at the Waseca office and indicated she was interested in going back to school to be certified as a medical lab technician. A career assessment was completed with Kim, which



indicated that this demand occupation in the science field would be appropriate based on her abilities and interests. Kim enrolled into the Medical Lab Technician program at South Central College and began training in January of 2006. Although Kim qualified for PELL and other grants to assist with tuition, transportation costs became a real barrier as she

commuted to school and her internship. The WIA Adult program was instrumental in helping Kim with transportation costs over the 2½ years it took to complete her schooling. Kim started her internship at the St. Peter Hospital in January of 2008. The internship required 40 hours per week of training for an entire semester. Kim was glad to get into St. Peter Hospital for her internship because of their high-tech lab facility. Kim was offered a job at the St. Peter Hospital upon completion of her internship. Kim made the Dean's list with a GPA of 3.95 and graduated from South Central College in May 2008. She is currently working at the St. Peter Hospital at a wage of \$16.00 per hour.

Additionally, the program has added an incumbent worker component. Minnesota has secured a waiver that allows up to ten percent of a local area's

Adult allocation to be used for incumbent worker training. Initial reports on the use of this money for incumbent workers have been very positive. Employers have found the funds to be very useful in upgrading the skills of their incumbent workers.

Providers

The 16 designated WSAs provide services, both directly and indirectly (e.g., through subcontractors). WSAs offer an array of services, as specified in their local plans and as indicated above. Adult service providers are accountable to the LWIB, which is responsible for strategic planning, program oversight, and coordination of resources.

Customers

Adult customer information is provided in Table 5.

Table 5: Adult Program Customers Served in Minnesota

Performance Measure	PY07	PY06	Difference
Customers Served	2,361	2,789	-428
Wage at Time of Service	\$11.36	\$11.53	-\$0.17
Not Employed at Time of Initial Service	65%	65%	0%
Single Parents	30%	29%	+1%
Receiving Unemployment Insurance at Time of Initial Service	7%	8%	-1%
Receiving Some Form of Public Assistance	18%	19%	-1%
Disabilities which Represented a Barrier to Self-sufficiency	6%	6%	0%

In addition to the WIA reporting system, the new Customer Registration System tracks activities of the "universal customers" who are often not registered in systems that track WIA or Wagner-Peyser activities. From January 2007 to December 2007, CRS counted 110,000 customers who used universal services such as Resource Areas and workshops.

Performance Results

Table 6 provides statewide performance results for the Adult program. WSA results are included in Tables A - P, beginning on page 30.

Table 6: Statewide Adult Program Performance Results

Performance Measure	PY07 Target ¹	PY07 Result	PY07 Target Ratio ²
Customers Served	N/A	2,361	N/A
Entered Employment Rate	84.0%	88.8%	105.7%
Employment Retention Rate	81.0	84.9%	104.8%
Average Earnings	\$11,087	\$12,466	112.4%
Employment and Credential Rate	65.0%	85.3%	131.2%

¹ Standards negotiated with the U.S. Department of Labor.

² PY06 Target Ratio = PY06 actual performance level (i.e., Result) divided by PY06 negotiated performance level (i.e., Target), multiplied by 100.

Performance Evaluation

Table 7 lists the number of core measures that exceeded, met, and did not meet negotiated performance targets.

Table 7. Adult Program Performance Evaluation Summary

	Exceeded	Met	Not Met
State	4	0	0
Local Areas			
WSA 1	4	0	0
WSA 2	4	0	0
WSA 3	2	2	0
WSA 4	4	0	0
WSA 5	1	3	0
WSA 6	4	0	0
WSA 7	4	0	0
WSA 8	3	0	1
WSA 9	2	1	1
WSA 10	3	1	0
WSA 12	4	0	0
WSA 14	2	1	1
WSA 15	4	0	0
WSA 16	4	0	0

	Exceeded	Met	Not Met
WSA 17	4	0	0
WSA 18	3	0	1

Reasons individual performance targets were not achieved include:

1. The WSA is too small so that a few individuals who do not achieve placement, retention, etc. cause the WSA to fail.
2. The increasing difficulty of placing individuals as evidenced by the higher unemployment rate in the state and the faltering economy.
3. Wages not rising as much in the past.

The Adult program met all performance targets.

Program Improvement Strategies

Below are program specific improvement strategies.

Administrative Consolidation and Coordination

As noted above, administration of the Adult program continues at the state level with Dislocated Worker, TAA, and Wagner-Peyser programs. This allows better coordination of policy, and has increased efficiencies in communication and coordination with local partnerships. Priorities are placed on a demand-driven system, regional planning, and sectoral initiatives. Training for LWIBs has focused on creating a demand-driven system and strengthening relationships with economic development activities.

Management Information Systems

Minnesota's management information system, Workforce One, which became operational during PY04, is accurately tracking the number of customers who

are using WIA Title I-B services. Significant training and database improvement activity continued to take place during this year, and the system has met virtually all operational needs. Minnesota is continuing its data analysis efforts by using the "Performance Matters" system from FutureWorks. This system will allow state and local staff to evaluate state and local performance on an ongoing basis. Minnesota favorably acknowledges the direction that U.S. DOL is taking regarding a system-wide view of our programmatic efforts by implementing a backend reporting system. This system will be in conformance with the Workforce Investment Streamlined Performance Reporting (WISPR) as proposed by U.S. DOL.

Effective Job Search Activities

Minnesota's local partners have made extensive use of labor market information to develop regional economic profiles that, in many instances, work across local WSA boundaries. This allows for more effective and efficient job search strategies with better forecasts for jobs with significant short- and long-term potential.

Technical Assistance

State staff conduct special sessions with local partner staff, to ensure common understanding of how performance will be measured. In addition, state staff disseminate best practice information to all members of the employment and training community. Regularly scheduled "roundtables" provide opportunities for state/local interaction; this coming year will see these roundtables geared more specifically toward peer learning opportunities.

Success Story: Kelly

Kelly ran a successful licensed daycare business out of her home. After 27 years, changes in her life forced Kelly to close her business. Kelly contacted Central Minnesota Jobs and Training Services (CMJTS) in Olivia for assistance with exploring her employment options. She met with a WIA Adult Employment Specialist in Renville County. Kelly was financially stressed and worried that her daycare skills wouldn't be applicable in another employment field.

Kelly needed to learn how to job search in today's market. She needed to write a resume



and learn how to interview. Through the WIA program, Kelly took computer classes to

update her computer skills. She was referred to Adult Basic Education classes to brush up on her basic skills and to continue her computer training. Kelly used the CMJTS resource area to access MinnesotaWorks.net to look for employment. She also attended a regional job fair in nearby Willmar.

Kelly interviewed for jobs and greatly appreciated the support through WIA for several emergencies she faced and for transportation assistance that enabled her to get to her interviews. Kelly was offered a full-time job that allows her to work indoors and outdoors with a local agri-business.

PERFORMANCE RESULTS

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level ³	Number of Completed Surveys	Number Eligible for the Customer Satisfaction Survey	Number Included In the Sample for the Customer Satisfaction Survey	Response Rate
Participants	75.5	74.9	617	5,790	1,046	59.0
Employers	76.0	75.5	1,068	9,436	1,486	71.9

Table B - Workforce Investment Act Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	84.0	88.8
		903
Employment Retention Rate	81.0	84.9
		1,148
Average Earnings	\$11,087	\$12,466.40
		\$13,987,313
Employment and Credential Rate	65.0	85.3
		632
		741

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	90.3	196	94.1	16	88.6	70	88.2	45
		217		17		79		51
Employment Retention Rate	82.8	226	84.6	33	82.8	101	81.6	71
		273		39		122		87
Average Earnings	\$9,576.3	\$2,097,213	\$19,585.0	\$646,304	\$11,030.4	\$1,103,037	\$14,749.3	\$1,032,454
		219		33		100		70
Employment and Credential Rate	70.5	62	93.9	46	83.3	50	90.0	63
		88		49		60		70

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	90.5	237
		262
Employment Retention Rate	88.7	518
		584
Average Earnings	\$15,047.0	\$7,658,921
		509
		\$10,323.6
		\$6,328,392
		613

³ ASCI

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	84.0	89.1	1,683
			1,888
Employment Retention Rate	89.0	92.0	1,688
			1,835
Average Earnings	\$16,892.00	\$17,5288.50	\$28,588,920
			1,631
Employment and Credential Rate	60.0	71.5	311
			435

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.4	75	84.0	105	79.5	276	100.0	5
		91		125		347		5
Employment Retention Rate	90.0	72	91.1	102	91.7	289	33.3	1
		80		112		315		3
Average Earnings	\$18,602.6	\$1,264,975	\$14,533.8	\$1,424,309	\$15,636.9	\$4,331,415	\$8,824.0	\$8,824
		68		98		277		1
Employment and Credential Rate	85.0	17	69.6	16	63.9	23	50.0	1
		20		23		36		2

Table G - Other Outcomes for Dislocated Worker Programs

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	87.2	368	89.7	1,315
		422		1,466
Employment Retention Rate	93.1	407	91.6	1,281
		437		1,398
Average Earnings	15,173.6	5,826,661	18,253.6	22,762,259
		384		1,247

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	0.0	70.8	987
			1,394
Employment Retention Rate	0.0	56.0	779
			1,391
Average Earnings	0.0	\$23.5	\$63
			268

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	76.0	82.1	243 296
Employment Retention Rate	82.0	84.4	270 320
Average Earnings	\$3,500.00	\$4,714.10	\$1,357,648 288
Credential Rate	53.0	56.4	219 388

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	78.2	79 101	0.0	0 0	89.1	57 64	79.9	171 214
Employment Retention Rate	80.6	83 103	0.0	0 0	87.9	80 91	82.2	180 219
Average Earnings	\$3,680.7	\$360,708 98	0.0	0 0	\$4,522.1	\$370,812 82	\$4,449.3	\$885,407 203
Employment and Credential Rate	45.7	58 127	0.0	0 0	65.6	63 96	53.2	149 281

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	89.0	93.6	3,297 3,522
Youth Diploma or Equivalent Rate	75.0	84.6	533 630
Retention Rate	70.0	73.6	509 692

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out of School Youth	
Skill Attainment Rate	91.2	643 705	94.2	1,544 1,639	91.6	653 713
Youth Diploma or Equivalent	81.5	88 108	89.4	277 310	75.7	87 115
Retention Rate	64.6	95 147	71.4	262 367	74.2	141 190

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		Entry Into Unsubsidized Employed Related to the Training Received of Those Who Completed Training Services	
Adults	85.2	980	5,575.9	6,122,364	2.9	26	4,970.3	4,373,907	71.3	169
		1,150		1,098		903		880		237
Dislocated Worker	91.4	1,719	92.3	29,499,674	2.5	42	8,606.9	14,106,736	75.3	277
		1,881		31,970,702		1,680		1,639		368
Older Youth	83.7	267	4,429.3	1,244,620	2.5	6	3,247.0	720,843		
		319		281		243		222		

Table M - Workforce Investment Act Adult Program Results

Reported Information	Total Participant Records	Total Exiters
Total Adult Customers	6,981	4,443
Total Adult self-service only	0	0
WIA Adult	2,365	1,358
WIA Dislocated Worker	4,625	3,091
Total Youth (14-21)	4,126	1,572
Younger Youth (14-18)	3,251	1,223
Older Youth (19-21)	875	349
Out-of-School Youth	1,149	498
In-School Youth	2,977	1,074

Table N - Cost of Program Activities

Program Activity	Total Federal Spending
Local Adults	\$6,640,447
Local Dislocated Workers	\$8,186,001
Local Youth	\$7,456,345
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$2,300,389
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$829,719
Program Activity Description	
Statewide Allowable Activities WIA Section 134(a)(3)	
Administration	\$1,537,305
Provision of Capacity Building	\$266,540
Local/Regional Economic and Workforce Analysis (LMI)	\$411,030
Other	\$290,464
Total of All Federal Spending Above:	\$27,918,240

Table O - Local Performance

Local Area Name: Northwest Minnesota Private Industry Council, Inc. - WSA 1	Total Participants Served	Adults	70
		Dislocated Worker	70
		Older Youth (19-21)	28
		Younger Youth (14-18)	199
ETA Assigned #: 27045	Total Exiters	Adults	24
		Dislocated Worker	27
		Older Youth (19-21)	5
		Younger Youth (14-18)	58
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	97.2
	Dislocated Worker	84.0	95.8
	Older Youth	76.0	85.7
Retention Rates	Adults	81.0	94.3
	Dislocated Worker	89.0	100.0
	Older Youth	82.0	90.0
	Younger Youth	70.0	86.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,257	\$11,577.0
	Dislocated Workers	\$13,777	\$15,899.1
	Older Youth	\$3,500	\$5,455.3
Credential/Diploma Rates	Adults	65.0	85.7
	Dislocated Workers	60.0	78.6
	Older Youth	53.0	57.1
	Younger Youth	75.0	92.7
Skill Attainment Rate	Younger Youth	89.0	98.6
Placement in Employment or Education	Youth (14-21)	0.0	92.2
Attainment of Degree or Certificate	Youth (14-21)	0.0	87.2
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of <i>Other State Indicators of Performance</i> (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Rural Minnesota Concentrated Employment Program, Inc. - WSA 2	Total Participants Served	Adults	356
		Dislocated Worker	329
		Older Youth (19-21)	92
		Younger Youth (14-18)	540
ETA Assigned #: 27040	Total Exiters	Adults	187
		Dislocated Worker	241
		Older Youth (19-21)	23
		Younger Youth (14-18)	163
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	85.5
	Dislocated Worker	84.0	90.3
	Older Youth	72.0	68.8
Retention Rates	Adults	81.0	87.5
	Dislocated Worker	89.0	90.7
	Older Youth	82.0	86.7
	Younger Youth	70.0	74.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,195	\$11,742.2
	Dislocated Workers	\$12,428	\$14,111.2
	Older Youth	\$3,500	\$6,211.3
Credential/Diploma Rates	Adults	65.0	77.0
	Dislocated Workers	60.0	67.9
	Older Youth	53.0	69.0
	Younger Youth	75.0	92.6
Skill Attainment Rate	Younger Youth	89.0	95.6
Placement in Employment or Education	Youth (14-21)	0.0	67.3
Attainment of Degree or Certificate	Youth (14-21)	0.0	63.8
Literacy or Numeracy Gains	Youth (14-21)	0.0	33.3
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Northeast Minnesota Office of Job Training - WSA 3	Total Participants Served	Adults	186
		Dislocated Worker	144
		Older Youth (19-21)	70
		Younger Youth (14-18)	264
ETA Assigned #: 27035	Total Exiters	Adults	77
		Dislocated Worker	120
		Older Youth (19-21)	33
		Younger Youth (14-18)	76
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	83.9
	Dislocated Worker	84.0	91.7
	Older Youth	76.0	79.2
Retention Rates	Adults	81.0	82.8
	Dislocated Worker	89.0	90.9
	Older Youth	82.0	88.9
	Younger Youth	70.0	77.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,287	\$10,026.7
	Dislocated Workers	\$11,563.0	\$14,741.7
	Older Youth	\$3,500	\$6,286.5
Credential/Diploma Rates	Adults	65.0	75.4
	Dislocated Workers	60.0	54.2
	Older Youth	53.0	65.5
	Younger Youth	75.0	88.5
Skill Attainment Rate	Younger Youth	89.0	100.0
Placement in Employment or Education	Youth (14-21)	0.0	81.4
Attainment of Degree or Certificate	Youth (14-21)	0.0	73.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	100.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: City of Duluth - WSA 4	Total Participants Served	Adults	42
		Dislocated Worker	24
		Older Youth (19-21)	44
		Younger Youth (14-18)	125
ETA Assigned #: 27005	Total Exiters	Adults	16
		Dislocated Worker	10
		Older Youth (19-21)	24
		Younger Youth (14-18)	40
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	85.7
	Dislocated Worker	84.0	93.3
	Older Youth	76.0	85.0
Retention Rates	Adults	81.0	85.7
	Dislocated Worker	89.0	80.0
	Older Youth	82.0	93.3
	Younger Youth	70.0	71.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,183	\$11,812.3
	Dislocated Workers	\$13,804	\$12,989.8
	Older Youth	\$3,500	\$3,330.9
Credential/Diploma Rates	Adults	65.0	77.8
	Dislocated Workers	60.0	66.7
	Older Youth	53.0	57.7
	Younger Youth	75.0	81.5
Skill Attainment Rate	Younger Youth	89.0	90.8
Placement in Employment or Education	Youth (14-21)	0.0	73.6
Attainment of Degree or Certificate	Youth (14-21)	0.0	66.7
Literacy or Numeracy Gains	Youth (14-21)	0.0	66.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Central Minnesota Jobs and Training - WSA 5	Total Participants Served	Adults	138
		Dislocated Worker	199
		Older Youth (19-21)	47
		Younger Youth (14-18)	209
ETA Assigned #: 27105	Total Exiters	Adults	97
		Dislocated Worker	104
		Older Youth (19-21)	29
		Younger Youth (14-18)	133
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	75.0
	Dislocated Worker	84.0	85.4
	Older Youth	76.0	96.6
Retention Rates	Adults	81.0	77.7
	Dislocated Worker	89.0	92.2
	Older Youth	82.0	95.6
	Younger Youth	70.0	86.1
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,429	\$9,878.3
	Dislocated Workers	\$14,768	\$14,545.0
	Older Youth	\$3,500	\$4,950.1
Credential/Diploma Rates	Adults	65.0	65.4
	Dislocated Workers	60.0	66.7
	Older Youth	53.0	70.0
	Younger Youth	75.0	89.2
Skill Attainment Rate	Younger Youth	89.0	90.8
Placement in Employment or Education	Youth (14-21)	0.0	79.2
Attainment of Degree or Certificate	Youth (14-21)	0.0	67.3
Literacy or Numeracy Gains	Youth (14-21)	0.0	40.00
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Southwest Minnesota Private Industry Council Inc. - WSA 6	Total Participants Served	Adults	233
		Dislocated Worker	55
		Older Youth (19-21)	8
		Younger Youth (14-18)	52
ETA Assigned #: 27055	Total Exiters	Adults	34
		Dislocated Worker	24
		Older Youth (19-21)	2
		Younger Youth (14-18)	28
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	87.5
	Dislocated Worker	84.0	100.0
	Older Youth	70.0	100.0
Retention Rates	Adults	81.0	87.1
	Dislocated Worker	89.0	92.9
	Older Youth	75.0	100.0
	Younger Youth	70.0	75.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,995	\$12,873.8
	Dislocated Workers	\$14,854	\$11,804.1
	Older Youth	\$2,800	\$6,886.2
Credential/Diploma Rates	Adults	65.0	84.0
	Dislocated Workers	60.0	90.9
	Older Youth	53.0	80.0
	Younger Youth	75.0	100.0
Skill Attainment Rate	Younger Youth	85.0	95.3
Placement in Employment or Education	Youth (14-21)	0.0	85.2
Attainment of Degree or Certificate	Youth (14-21)	0.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: South Central Workforce Council - WSA 7	Total Participants Served	Adults	75
		Dislocated Worker	298
		Older Youth (19-21)	47
		Younger Youth (14-18)	59
ETA Assigned #: 27030	Total Exiters	Adults	34
		Dislocated Worker	76
		Older Youth (19-21)	20
		Younger Youth (14-18)	25
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	88.9
	Dislocated Worker	84.0	82.9
	Older Youth	75.0	87.5
Retention Rates	Adults	81.0	83.3
	Dislocated Worker	89.0	93.5
	Older Youth	78.0	92.3
	Younger Youth	68.0	87.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,350	\$8,775.4
	Dislocated Workers	\$14,838	\$14,218.5
	Older Youth	\$3,200	\$4,701.8
Credential/Diploma Rates	Adults	65.0	73.7
	Dislocated Workers	60.0	79.4
	Older Youth	53.0	33.3
	Younger Youth	75.0	88.2
Skill Attainment Rate	Younger Youth	85.0	85.3
Placement in Employment or Education	Youth (14-21)	0.0	81.3
Attainment of Degree or Certificate	Youth (14-21)	0.0	61.9
Literacy or Numeracy Gains	Youth (14-21)	0.0	14.3
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Southeast Minnesota Workforce Development - WSA 8	Total Participants Served	Adults	173
		Dislocated Worker	222
		Older Youth (19-21)	119
		Younger Youth (14-18)	230
ETA Assigned #: 27075	Total Exiters	Adults	109
		Dislocated Worker	136
		Older Youth (19-21)	64
		Younger Youth (14-18)	113
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	88.1
	Dislocated Worker	84.0	88.1
	Older Youth	76.0	83.3
Retention Rates	Adults	81.0	84.4
	Dislocated Worker	89.0	93.1
	Older Youth	82.0	74.3
	Younger Youth	70.0	78.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,567	\$9,039.2
	Dislocated Workers	\$16,784	\$16,559.0
	Older Youth	\$3,000	\$4,137.8
Credential/Diploma Rates	Adults	65.0	77.8
	Dislocated Workers	60.0	63.6
	Older Youth	53.0	59.6
	Younger Youth	75.0	81.0
Skill Attainment Rate	Younger Youth	87.0	85.9
Placement in Employment or Education	Youth (14-21)	0.0	82.9
Attainment of Degree or Certificate	Youth (14-21)	0.0	77.6
Literacy or Numeracy Gains	Youth (14-21)	0.0	58.3
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Hennepin Carver Employment and Training Council - WSA 9	Total Participants Served	Adults	235
		Dislocated Worker	941
		Older Youth (19-21)	26
		Younger Youth (14-18)	56
ETA Assigned #: 27085	Total Exiters	Adults	106
		Dislocated Worker	522
		Older Youth (19-21)	1
		Younger Youth (14-18)	10
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	83.5
	Dislocated Worker	84.0	90.0
	Older Youth	76.0	100.0
Retention Rates	Adults	81.0	86.7
	Dislocated Worker	89.0	90.9
	Older Youth	82.0	100.0
	Younger Youth	70.0	0.00
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$12,477	\$9,393.9
	Dislocated Workers	\$20,442	\$20,949.3
	Older Youth	\$3,500	\$1,500.8
Credential/Diploma Rates	Adults	65.0	90.0
	Dislocated Workers	60.0	78.3
	Older Youth	53.0	66.7
	Younger Youth	75.0	100.0
Skill Attainment Rate	Younger Youth	89.0	75.0
Placement in Employment or Education	Youth (14-21)	0.0	46.2
Attainment of Degree or Certificate	Youth (14-21)	0.0	9.1
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Minneapolis Employment and Training - WSA 10	Total Participants Served	Adults	298
		Dislocated Worker	205
		Older Youth (19-21)	135
		Younger Youth (14-18)	969
ETA Assigned #: 27010	Total Exiters	Adults	314
		Dislocated Worker	144
		Older Youth (19-21)	75
		Younger Youth (14-18)	402
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	95.6
	Dislocated Worker	84.0	89.9
	Older Youth	70.0	75.0
Retention Rates	Adults	81.0	78.7
	Dislocated Worker	89.0	90.0
	Older Youth	78.0	70.7
	Younger Youth	65.0	48.8
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,128	\$11,335.4
	Dislocated Workers	\$19,133	\$18,050.3
	Older Youth	\$2,800	\$2,986.5
Credential/Diploma Rates	Adults	65.0	83.3
	Dislocated Workers	60.0	73.1
	Older Youth	45.0	53.1
	Younger Youth	70.0	58.4
Skill Attainment Rate	Younger Youth	84.0	96.3
Placement in Employment or Education	Youth (14-21)	0.0	53.3
Attainment of Degree or Certificate	Youth (14-21)	0.0	11.7
Literacy or Numeracy Gains	Youth (14-21)	0.0	14.8
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Anoka County - WSA 12	Total Participants Served	Adults	19
		Dislocated Worker	126
		Older Youth (19-21)	6
		Younger Youth (14-18)	12
ETA Assigned #: 27085	Total Exiters	Adults	9
		Dislocated Worker	62
		Older Youth (19-21)	2
		Younger Youth (14-18)	8
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	94.1
	Dislocated Worker	84.0	96.5
	Older Youth	75.0	100.0
Retention Rates	Adults	81.0	92.0
	Dislocated Worker	89.0	100.0
	Older Youth	82.0	100.0
	Younger Youth	70.0	50.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,739	\$11,266.7
	Dislocated Workers	\$17,785	\$19,679.8
	Older Youth	\$2,800	\$8,590.0
Credential/Diploma Rates	Adults	65.0	66.7
	Dislocated Workers	60.0	83.3
	Older Youth	53.0	50.0
	Younger Youth	75.0	100.
Skill Attainment Rate	Younger Youth	89.0	82.4
Placement in Employment or Education	Youth (14-21)	0.0	75.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Dakota/Scott Counties - WSA 14	Total Participants Served	Adults	123
		Dislocated Worker	395
		Older Youth (19-21)	29
		Younger Youth (14-18)	143
ETA Assigned #: 27090	Total Exiters	Adults	56
		Dislocated Worker	147
		Older Youth (19-21)	14
		Younger Youth (14-18)	31
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	86.0
	Dislocated Worker	84.0	85.5
	Older Youth	70.0	91.7
Retention Rates	Adults	81.0	82.0
	Dislocated Worker	89.0	92.1
	Older Youth	80.0	88.9
	Younger Youth	70.0	83.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,997	\$8,545.8
	Dislocated Workers	\$17,515	\$17,904.5
	Older Youth	\$3,200	\$4,315.3
Credential/Diploma Rates	Adults	65.0	55.6
	Dislocated Workers	60.0	72.2
	Older Youth	50.0	56.3
	Younger Youth	75.0	72.7
Skill Attainment Rate	Younger Youth	83.0	88.8
Placement in Employment or Education	Youth (14-21)	0.0	67.6
Attainment of Degree or Certificate	Youth (14-21)	0.0	64.7
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Ramsey County Workforce Solutions - WSA 15	Total Participants Served	Adults	277
		Dislocated Worker	189
		Older Youth (19-21)	192
		Younger Youth (14-18)	356
ETA Assigned #: 27115	Total Exiters	Adults	92
		Dislocated Worker	53
		Older Youth (19-21)	50
		Younger Youth (14-18)	128
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	88.0
	Dislocated Worker	84.0	90.0
	Older Youth	70.0	80.7
Retention Rates	Adults	81.0	88.0
	Dislocated Worker	89.0	89.2
	Older Youth	78.0	81.4
	Younger Youth	65.0	65.9
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,360	\$12,378.6
	Dislocated Workers	\$19,390	\$19,679.5
	Older Youth	\$2,800	\$4,823.6
Credential/Diploma Rates	Adults	65.0	66.7
	Dislocated Workers	60.0	81.8
	Older Youth	45.0	43.4
	Younger Youth	70.0	88.8
Skill Attainment Rate	Younger Youth	84.0	90.5
Placement in Employment or Education	Youth (14-21)	0.0	79.6
Attainment of Degree or Certificate	Youth (14-21)	0.0	62.1
Literacy or Numeracy Gains	Youth (14-21)	0.0	68.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Washington County - WSA 16	Total Participants Served	Adults	13
		Dislocated Worker	351
		Older Youth (19-21)	7
		Younger Youth (14-18)	11
ETA Assigned #: 27100	Total Exiters	Adults	7
		Dislocated Worker	130
		Older Youth (19-21)	1
		Younger Youth (14-18)	3
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	100.0
	Dislocated Worker	84.0	92.6
	Older Youth	70.0	0
Retention Rates	Adults	81.0	100
	Dislocated Worker	89.0	95.3
	Older Youth	75.0	100.00
	Younger Youth	65.0	50.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,133	\$19,683.0
	Dislocated Workers	\$20,733	\$20,004.6
	Older Youth	\$2,800	\$6,176.0
Credential/Diploma Rates	Adults	65.0	100.0
	Dislocated Workers	60.0	89.5
	Older Youth	45.0	0.0
	Younger Youth	70.0	66.7
Skill Attainment Rate	Younger Youth	85.0	100.0
Placement in Employment or Education	Youth (14-21)	0.0	100.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Stearns-Benton Employment and Training Council - WSA 17	Total Participants Served	Adults	48
		Dislocated Worker	108
		Older Youth (19-21)	14
		Younger Youth (14-18)	7
ETA Assigned #: 27085	Total Exiters	Adults	16
		Dislocated Worker	45
		Older Youth (19-21)	6
		Younger Youth (14-18)	1
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	84.0	91.7
	Dislocated Worker	84.0	96.9
	Older Youth	76.0	100.0
Retention Rates	Adults	81.0	88.9
	Dislocated Worker	89.0	93.3
	Older Youth	82.0	100.0
	Younger Youth	70.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,813	\$17,562.9
	Dislocated Workers	\$12,859	\$11,701.0
	Older Youth	\$3,500	\$3,994.0
Credential/Diploma Rates	Adults	65.0	100.0
	Dislocated Workers	60.0	94.1
	Older Youth	53.0	100.0
	Younger Youth	75.0	100.0
Skill Attainment Rate	Younger Youth	89.0	100.0
Placement in Employment or Education	Youth (14-21)	0.0	100.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: Winona County Workforce Council - WSA 18	Total Participants Served	Adults	79
		Dislocated Worker	14
		Older Youth (19-21)	11
		Younger Youth (14-18)	19
ETA Assigned #: 27080	Total Exiters	Adults	180
		Dislocated Worker	8
		Older Youth (19-21)	0
		Younger Youth (14-18)	4
Reported		Negotiated Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.5	74.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	80.0	60.0
	Dislocated Worker	84.0	100.0
	Older Youth	76.0	100.0
Retention Rates	Adults	81.0	95.0
	Dislocated Worker	89.0	100.0
	Older Youth	82.0	66.7
	Younger Youth	70.0	66.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,543	\$22,167.8
	Dislocated Workers	\$11,715	\$13,012.3
	Older Youth	\$3,500	\$5,045.5
Credential/Diploma Rates	Adults	65.0	95.5
	Dislocated Workers	60.0	100.0
	Older Youth	53.0	100.0
	Younger Youth	72.0	100.0
Skill Attainment Rate	Younger Youth	85.0	80.8
Placement in Employment or Education	Youth (14-21)	0.0	100.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	100.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

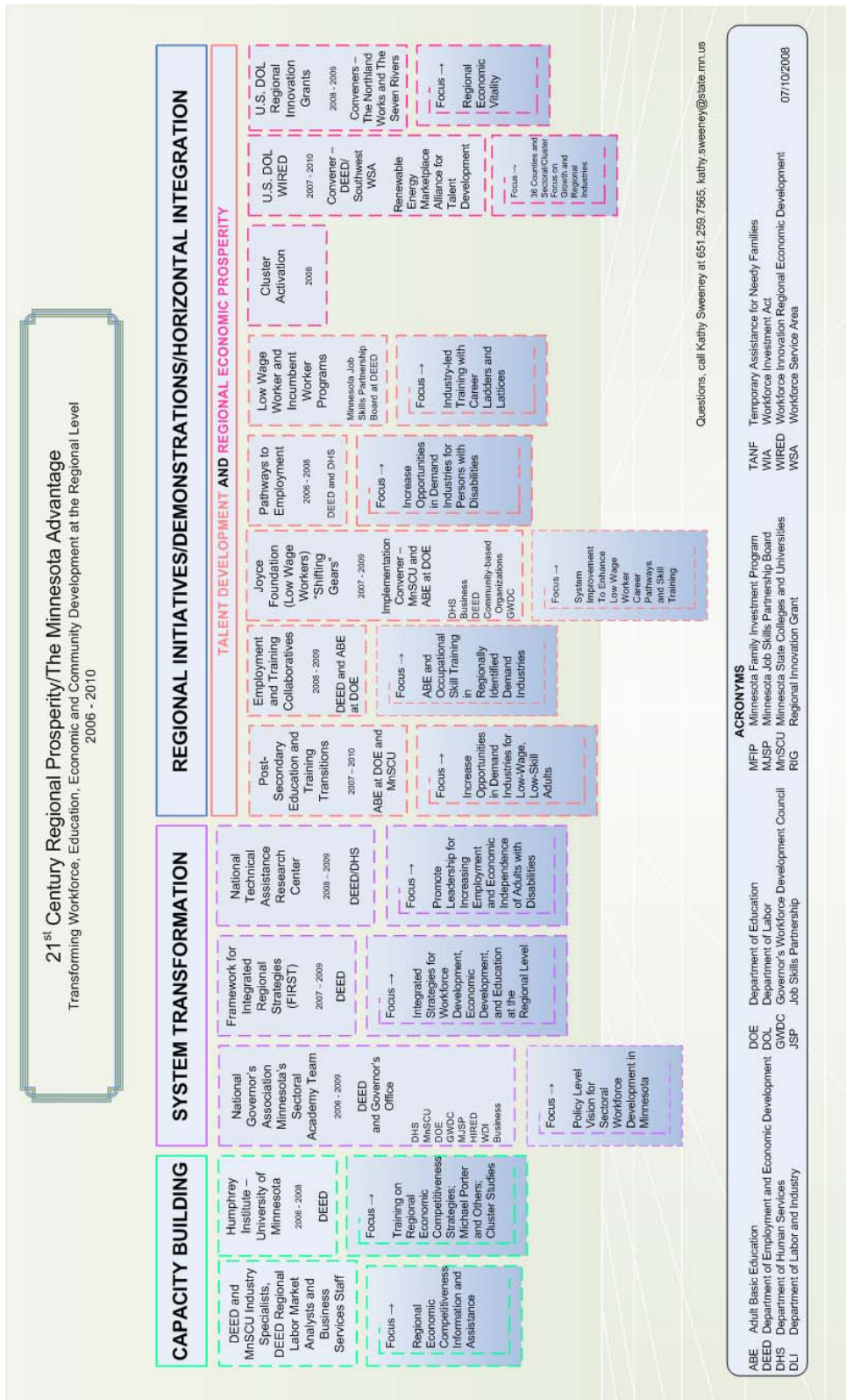
Table P - Cost Effectiveness Analysis

	Total Federal Spending*	Number of Participants	Average Cost per Participant	Number of Exiters	Average Cost per Exiter	Number of Placements**	Average Cost per Placement
Adult	6,640,447	2,365	2,808	1,358	4,890	1,017	6,529
Dislocated Worker	10,486,390	4,625	2,267	3,091	3,393	1,888	5,554
Youth	2,300,389	4,126	\$558	1,572	1,463	1,394	1,650

* excludes administration; adult program is a primary support of the WorkForce Center System

** includes for younger youth (14-18), placement in education

ATTACHMENT A Regional Economic Competitiveness/The Minnesota Advantage



ACRONYMS

ABE Adult Basic Education
DEED Department of Employment and Economic Development
DHS Department of Human Services
DLI Department of Labor and Industry

DOE Department of Education
DOL Department of Labor
GWDC Governor's Workforce Development Council
JSP Job Skills Partnership

MFP Minnesota Family Investment Program
MUSP Minnesota Job Skills Partnership Board
MnSCU Minnesota State Colleges and Universities
RIG Regional Innovation Grant

TANF Temporary Assistance for Needy Families
WIA Workforce Investment Act
WIRED Workforce Innovation Regional Economic Development
WSA Workforce Service Area

07/10/2008

Questions, call Kathy Sweeney at 651.259.7565, kathy.sweeney@state.mn.us

ATTACHMENT B

Exit/Activity Cohorts for WIA and Common Measures PY06 - PY08

Exit/Activity Cohorts for WIA & Common Measures
PY '06, '07, '08

	PY 2006						PY 2007				PY 2008							
	Apr-Jun 2005	Jul-Sep 2005	Oct-Dec 2005	Jan-Mar 2006	Apr-Jun 2006	Jul-Sep 2006	Oct-Dec 2006	Jan-Mar 2007	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	
Total Participants (Adult, DW, OY, YY)							Jul. 2006 - Jun. 2007				Jul. 2007 - Jun. 2008				Jul. 2008 - Jun. 2009			
Total Exiters (Performance Matters) (Adult, DW, OY, YY)																		
Total DOL Exiters (Adult, DW, OY, YY)							Apr. 2006 - Mar. 2007				Apr. 2007 - Mar. 2008				Apr. 2008 - Mar. 2009			
Diploma Attainment Rate (YY)																		
Skill Attainment Rate (YY) (both exiters & participants)																		
Entered Employment (Adult, DW, OY)							Oct. 2005 - Sept. 2006				Oct. 2006 - Sept. 2007				Oct. 2007 - Sept. 2008			
Credential Rate (Adult, DW, OY)																		
Retention Rate (Adult, DW, OY, YY)							Apr. 2005 - Mar. 2006				Apr. 2006 - Mar. 2007				Apr. 2007 - Mar. 2008			
Earnings Gain (OY)																		
Average Earnings (Adult, DW)																		
Youth Common Measures																		
Placement in Employment or Education (all Youth)							Oct. 2005 - Sept. 2006				Oct. 2006 - Sept. 2007				Oct. 2007 - Sept. 2008			
Attainment of Degree or Certificate (all Youth)																		
Literacy & Numeracy Gain (all Youth)											July 2006 - June 2007				July 2007 - June 2008			



