

**PY 2006  
Minnesota  
Workforce Investment Act  
Annual Report**



## TABLE OF CONTENTS

Table of Contents .....Page 1

Introduction .....Page 2

Performance Measures .....Page 2

Performance Levels .....Page 3

Performance Evaluation.....Page 3

Statewide Improvement Strategies.....Page 4

Adult Program .....Page 7

Dislocated Worker Program..... Page 11

Youth Program ..... Page 16

Performance Results - Tables A - P..... Page 22

Attachment A - Regional Economic Competitiveness..... Page 42

Attachment B - Exit/Activity Cohorts for WIA & Common Measures ..... Page 43

**Contacts**

Bonnie Elsey, Director  
 Workforce Development Division  
 Minnesota Department of Employment & Economic Development  
 1st National Bank Building  
 332 Minnesota Street, Suite E200  
 St. Paul, MN 55101  
 Phone: 651.259.7563, TTY: 651.296.3900

Richard Caligiuri, Director  
 Job Seeker Services, Workforce Development Division  
 Minnesota Department of Employment & Economic Development  
 1st National Bank Building  
 332 Minnesota Street, Suite E200  
 St. Paul, MN 55101  
 Phone: 651.259.7533, TTY: 651.296.3900

Jim Korkki, Director, Adult Services, Phone: 651.259.7544  
 Anthony Alongi, Director, Dislocated Worker Programs/Trade Adjustment Assistance, Phone: 651.259.7528  
 Kay Tracy, Director, Office of Youth Development, Phone: 651.259.7555

## 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 provide<sup>1</sup>:

- 1) Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- 2) Information on the status of state evaluation and improvement activities; 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 sanction 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

<sup>1</sup> Report mandate and guidance sources include:

- [www.doleta.gov/performance/Guidance/WIA/WIA-Annual-Report-Specifications-Expires-02282009.doc](http://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.

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 Adult Program
- 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

"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 22.

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

### PERFORMANCE LEVELS

Minnesota has negotiated with U.S. DOL Program Year (PY) 2006 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](#).

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. Department of Labor 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 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 22. 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](#) 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.

### Regional Planning Initiative

Minnesota intends to provide incentive dollars to develop regional plans representing regional economies beginning in PY08. A regional planning approach will improve alignment of state agency resources around economic, employment, and education priorities and strategies for strengthening regional economies. This summer, DEED held eight [listening forums](#) around the state to help frame the regional planning approach.

### Strategic Focus on Industries and Occupations

The Governor's Workforce Development Council's (GWDC) Investment Advisory committee recommended that Minnesota focus resources on regionally defined industries and occupations. Minnesota has begun identifying economic sectors facing workforce and economic development challenges and 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 PY05 WIA local planning guidance DEED 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 [TheNorthlandWorks.org](http://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:

- Joyce Foundation grant to the GWDC to prepare a plan in 2007 for aligning state agency work related to low wage worker career pathways. The key agencies are DEED, Department of Education, Minnesota State Colleges and Universities, and the Department of Human Services. The GWDC will apply for a three-year implementation grant from the Joyce Foundation in 2008.
- Participation in a Sector Policy Academy sponsored by the National Governor's Association has allowed Minnesota to learn and share with other state's 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.

- 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. Many regions have started to implement identified strategies. The Porter training is being expanded and the framework will be a key component of next year's regional and local plans.
- The Minnesota Workforce Council Association sponsored a seminar by Scott Sheely, Executive Director of the Lancaster County, Pennsylvania Workforce Investment Board (WIB) on demand-driven cluster strategies. Sheely's presentation showed local areas how a WIB can implement Porter's cluster concepts and transform a regional economy.

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 (Minnesota's Job Bank)**

Minnesota launched an enhanced job bank in August 2007. The new job bank, [MinnesotaWorks](#), 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, so 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. In the fall, DEED staff will prepare a plan that identifies policy changes and an implementation schedule. Once implemented, this project will enhance service provider compliance with program requirements and make better and preferred practice information more available to WIA Title I-B service providers.

### **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 role 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 resources within the WSAs 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.

## ADULT PROGRAM

In PY06, Minnesota's WIA Title I-B Adult program provided 2,789 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)
- 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.

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 2.

**Table 2: Adult Program Customers Served in Minnesota**

Performance Measure	PY06	PY05	Difference
Customers Served	2,789	2,732	+57
Wage at Time of Service	\$11.53	\$9.73	+\$1.80
Not Employed at Time of Initial Service	65%	71%	-6%
Single Parents	29%	33%	-4%
Receiving Unemployment Insurance at Time of Initial Service	6%	7%	-1%
Receiving Some Form of Public Assistance	19%	22%	-3%
Disabilities which Represented a Barrier to Self-sufficiency	6%	7%	-1%

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 July 2006 to June 2007, CRS counted 115,872 customers who used universal services such as Resource Areas and workshops.

## Performance Results

Table 3 provides statewide performance results for the Adult program. WSA results are included in Tables A - P, beginning on page 22.

**Table 3: Statewide Adult Program Performance Results**

Performance Measure	PY06 Target <sup>1</sup>	PY06 Result	PY06 Target Ratio <sup>2</sup>
Customers Served	N/A	2,789	N/A
Entered Employment Rate	86.0%	87.5%	101.7%
Employment Retention Rate	85.0	82.4%	96.9%
Average Earnings	\$10,672.00	\$11,203.50	105.0%
Employment and Credential Rate	72.0%	75.2%	104.4%

<sup>1</sup> Standards negotiated with the U.S. Department of Labor.  
<sup>2</sup> 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 4 lists the number of core measures that exceeded, met, and did not meet negotiated performance targets.

**Table 4. Adult Program Performance Evaluation Summary**

	Exceeded	Met	Not Met
<b>State</b>	3	1	0
<b>Local Areas</b>			
WSA 1	4	0	0
WSA 2	1	3	0
WSA 3	4	0	0
WSA 4	2	2	0
WSA 5	2	2	0
WSA 6	4	0	0
WSA 7	2	2	0
WSA 8	1	2	1
WSA 9	0	4	0
WSA 10	3	1	0
WSA 12	2	1	1
WSA 14	1	3	0
WSA 15	4	0	0
WSA 16	2	2	0
WSA 17	4	0	0
WSA 18	0	2	2

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.
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. The state is developing a website that will exhibit "[Promising Practices](#)," a place where the state suggests that local areas consult for valuable ideas of how to improve programs. 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: Juan



Juan enrolled with the WIA Adult program in December 2004. He was at a transitional stage in his life, needing to decide the path he would choose for his future. Previously he held jobs in a variety of

occupations, including manufacturing and as an EMT. Knowing that Juan desired to attend college, and that tuition was just not in his reach, a friend referred him to the Thief River Falls WorkForce Center. Juan enrolled at Northland College in hopes of obtaining an AAS in Computer Services/Networking.

A few of the obstacles that Juan needed to overcome were finding funding for school, obtaining employment and housing, while maintaining a "normal" family life. None of this would have occurred if Juan hadn't had the foresight to prioritize and follow-through. As a "go-getter," he pursued a special project as a student worker and other part-time positions while attending school full-time.

Juan graduated with a GPA of 4.0 this May. He immediately was hired full-time at Northland College in the IT Department as an Information Technology Specialist.

When we asked Juan if he would allow us to write a success story about him his last comments were:

"I would like to thank the program and the people within the program that have helped me in many ways become the person I am today, personally and professionally. It is a pleasure to be a part of this program and to know that opportunities like this are available to people that want to excel in life. Thank you again for all the support."

## DISLOCATED WORKER PROGRAM

In PY06, Minnesota's WIA Dislocated Worker program provided 3,796 customers with training, career counseling, and job search services to lessen the negative economic impacts of unemployment and assist them in obtaining new jobs at comparable wages.

Even though Minnesota saw economic growth over the year, several noteworthy layoffs have underscored the importance of having an effective Dislocated Worker program. Many of Minnesota's Dislocated Worker program customers came from manufacturing. 3M's corporate headquarters laid off about 600 information technology, administrative, and other professional workers. Table 5 lists Minnesota's top five largest layoffs in PY06.

**Table 5: Top Five Companies That Experienced the Largest Layoffs in PY06**

Company	Industry	Location	Employees Laid Off
3M	Management of Companies and Enterprises	Maplewood	600
Andersen Corporation	Manufacturing	Bayport	411
Boston Scientific	Manufacturing	Arden Hills	400
Hutchinson Technology Inc.	Manufacturing	Hutchinson	275
Artesyn	Manufacturing	Redwood Falls	240

### Services

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 receives training. Because each customer's needs are unique, a variety of customized services are available to meet an

individual's background and goals. Service providers offer flexible core, intensive, training, and support services with federal and state program funds. Federal Early Readjustment Assistance Grants may provide immediate funding to serve dislocated workers between the announcement of a layoff and the full grant award.

### Core Services

- WIA eligibility determination
- One-Stop services orientation
- Basic skills assessments
- Workshops for job-seeking skills
- Self-service tools (e.g., MinnesotaWorks)
- 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

### Rapid Response

Layoffs affect not only businesses and workers, but also their communities. This effect is even more profound for mass layoffs (50 or more workers within a 30-day period). When a business closes or reduces its workforce, communities, schools, local government, and other businesses feel the impact. Getting workers back to work through job search assistance and retraining is essential to avoid or lessen permanent consequences to layoffs. Rapid Response activities are crucial to the timeliness of such services.

Minnesota's Rapid Response team is the first responder to layoffs. Their response ensures a quick start to essential services. They 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, local Rapid Response officials, and/or the media. The Worker Adjustment Retraining Notification Act requires that employers notify the government in the event of a mass layoff. Many employers will 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.

An employer and labor liaison assist the state employees on the Rapid Response team. Often, these liaisons hear about events the state would otherwise not hear about, or achieve program participation levels the program would otherwise not achieve without their relationships and experience.

The Rapid Response team has the following goals for dislocation events:

- Timeliness in all orientations and other Rapid Response activities.
- Convenience and flexibility for the worker, in scheduling orientations at the worksite whenever possible.
- Company-specific and worker-centered services, in establishing a quick but thorough Employee Management Committee process for helping select the right service provider.
- Coordination and leveraging of resources, in integrating TAA activities as well as seeking employer contributions to training when possible.
- Consistent and accurate information, in generating web-based material (including multilingual digital video) to supplement printed orientation material for workers and businesses.

## Providers

Program services for Minnesota dislocated workers are delivered by a network of 16 WSAs and ten other certified service providers. Compliant with WIA, in 1998 Minnesota established 16 WSAs that serve as local partners. A LWIB governs each area's priorities and operations.

The independent service providers are:

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

## Customers

The Dislocated Worker program serves individuals who have, or will be, separated from their employment permanently. To be eligible to participate in the Dislocated Worker program, a customer must first be eligible for Unemployment Insurance. Special enrollment priority goes to workers unlikely to return to their former occupation or industry due to changes in the job market. Self-employed workers, farmers, and homemakers can also be dislocated workers. Some workers may also be entitled to additional benefits such as Trade Readjustment Assistance (TRA) and/or other assistance under the Trade Adjustment Assistance Act, which serves workers whose jobs have been lost to foreign competition.

There were 42 layoff events affecting 3,870 workers in manufacturing which accounted for 37 percent of all dislocation events. In addition to manufacturing, the retail trade, wholesale trade, finance and insurance, and healthcare (in nursing care facilities) industries had the highest number of reported workers affected by a layoff in PY06. Not every worker affected by a layoff becomes a customer of the Dislocated Worker program.

## Performance Results

Table 6 provides statewide performance results for the Dislocated Worker program. WSA results are included in Tables A - P, beginning on page 22.

**Table 6: Statewide Dislocated Worker Program Performance Results**

Performance Measure	PY06 Target <sup>1</sup>	PY06 Result	PY06 Target Ratio <sup>2</sup>
Customers Served	N/A	3,796	N/A
Entered Employment Rate	87.0%	87.2%	100.2%
Employment Retention Rate	89.0%	92.6%	100.2%
Average Earnings	\$16,811	\$17,003	101.0%
Employment and Credential Rate	69.0%	70.6%	102.3%

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

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

## Program Improvement Strategies

The paragraphs below summarize progress made on Dislocated Worker program improvement goals.

### Scorecard Launch

Work on the scorecard began in June 2006 in response to repeated requests from customers for information on service provider outcomes. The scorecard, distributed to the first group

of customers in July 2007, contains three program year's worth of provider target ratios for three of the four WIA performance standards: entered employment rate, employment retention, and average earnings. A provider earns a star for every standard where they achieve 100 percent or more of their plan. Not only has the scorecard served as an accountability tool, but it has also revealed areas where the service providers and the state needed to improve data entry and reporting mechanisms.

### Credible Competition

In an effort to serve customers more quickly and effectively, the Dislocated Worker program developed a requirement for providers competing for a mass layoff project to have an office no more than 50 miles away from the layoff, and to express interest in the project within 24 hours of being notified. Provider compliance has reduced customer waiting time and increased providers' interest in establishing innovative services. By aggressively reaching more customers sooner, a service provider has a greater chance of obtaining positive outcomes for those customers.

### Employee Management Committee Follow-up Survey

Minnesota has a competitive service provider selection process for mass layoff projects. An Employee-Management Committee (EMC) identifies the provider they prefer. (The state still conducts due process, but goes with the EMC preference in most cases.) Because the EMC has such an important role, their perspective on service quality is important. In PY06, the Dislocated Worker program

developed a survey and corresponding database to capture EMC satisfaction with both Rapid Response team facilitation and early service provider performance. Weeks after provider selection, a Rapid Response team member not previously involved contacts the EMC to administer a survey. To date, nearly 50 responses have been collected. These responses are being distributed to service providers so they can continue to improve their service delivery. When enough data has been gathered through this process to make the results meaningful, the state will distribute aggregate service provider results to future EMCs. Data on Rapid Response services will inform personnel reviews. To provide a complete picture of our service delivery, DEED expects to develop and implement an employer survey in PY07.

### Directing Customers to High-Demand Occupations

Using local labor market information, the agency ranks occupations in demand (OID) twice a year. The OID score includes current occupational wage information, projected occupational growth, current job vacancy statistics, and industry growth trends. Service providers create regionalized OID lists using the labor market information and local knowledge of emerging businesses. Counselors encourage customers to consider pursuing these occupations in their training programs and job searches. The Dislocated Worker program is currently working to get these lists online in a dynamic interface, which will allow counselors and customers to create personalized lists based on previous wage and skills.

## Dislocated Worker Database Improvements

The Dislocated Worker database allows state staff to track layoff events and activities performed before the service provider begins services. To allow for more robust and reliable reporting and data tracking, a system overhaul began in April 2007. The database will now be able to track layoff trends (such as industry of layoff), the competitive process such as why a service provider was selected, how quickly the Rapid Response team provides key services to our customers, and many other important process elements. This work will continue well into PY07.

## Emphasizing Customer Service

To emphasize the importance of direct customer service, the Dislocated Worker program is increasing monitoring and enforcement of the terms of project contracts. Key data elements include how many workers are being served, the cost per worker, how much is spent on training, and how quickly enrollments take place. This effort is encouraging service providers to concentrate more funds on customer training, counseling, and support services; and less on infrastructure costs.

## Second Stage Integration with TAA

As part of the continued integration effort (the first stage was completed in January 2006 with dual program enrollment), the state will soon track TAA customers through the same database that the Dislocated Worker program uses, Workforce One. This effort should allow better leveraging of TAA resources, as well as higher participation in TAA.

## Success Story: Len



After working for eight years as a machinist forming metal into parts for hydraulic power utility tools at Greenlee Textron, Len

was told that he would lose his job. A layoff means a real loss for any family, but Len lives in a small town with few companies hiring. Seventy people were laid off, many of them with twenty to thirty years at the plant. Len was devastated because Greenlee paid well, and he feared he would not find an equivalent wage elsewhere. The Fairmont WorkForce Center stepped in and helped Len see that he had options.

Since Len had served in the U.S. Navy for nine years in personnel, he knew he had an interest in human resources. With Dislocated Worker program help, he undertook training from Rasmussen and received his AAS degree in business management/human resources. While going to school, Len had an internship in Fairmont at Avery Weigh-Tronix, the second largest scale manufacturer in the world. They were so impressed with Len's skills they hired him immediately after he completed his degree.

Len has come a long way at Avery Weigh-Tronix. He has since gotten his bachelor's degree from Concordia College, and he now manages the Human Resources and Safety department, making thirty-three percent more than he did as a machinist.

According to Len, early intervention and frequent communication from the Fairmont WorkForce Center were crucial to his success. He said of the Dislocated Worker program, "[It was] the opportunity of a lifetime. I was able to go to school for something that had always interested me. I wouldn't have done that if I would have stayed at Greenlee."



## YOUTH PROGRAM

### 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
- Meeting the demands of business
- Performance accountability
- Commitment to improving the quality of services

Minnesota's successful implementation of youth programs relies on the availability of coordinated services for economically disadvantaged and at-risk youth. The 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

Program participants have access to training in high-growth and high-demand industries, including healthcare, along with receiving aid in the form of tuition assistance and transportation. Great emphasis is placed on career planning beginning at

the high school level and regional planning to meet employer needs and interests.

Different populations of youth have different needs. Language and cultural issues are a factor in designing and providing quality services. Local 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.

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

Benefits of participation in youth employment programs include:

- Engages 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.
- Participants have an awareness of skills and competencies needed to satisfy employer requirements. LWIBs and Youth Councils use web-based regional labor market 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 staff 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.

## Providers

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

Strong relationships between the partner agencies in the local WorkForce Centers provides ease of access and referral between programs. 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.

## 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 to reaching current and future job demands.

Minnesota recognized the obstacles facing the state's neediest youth and placed a priority on serving out-of-school youth, youth with disabilities,

youth in foster care, juvenile offenders, Native American, and homeless youth. Youth and parents are active 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
- Offender
- In need of assistance to complete an educational program or to secure or hold employment

[A Summary Comparison of Minnesota WIA Youth versus National WIA Performance](#) is available on the DEED website.

### Performance Results

Table 7 provides statewide performance results for the Youth program. WSA results are included in Table 0, beginning on page 26.

### Performance Evaluation

Table 7 indicates that Minnesota exceeded all WIA Youth statewide performance goals for 2006.

**Table 7: Youth Performance Measures**

Performance Measure	PY06 Target <sup>1</sup>	PY06 Result	PY06 Target Ratio <sup>2</sup>
Younger Youth Skill Attainment	89%	91.6%	102.9%
Younger Youth Diploma/ Equivalent Attainment	72%	81.3%	112.9%
Younger Youth Placement and Retention	74%	74.1%	100.1%
Older Youth Placement	71%	80.1%	112.8%
Older Youth Retention	83%	84.1%	101.3%
Older Youth Wage Gain	\$3,500	\$3,803	108.6%
Older Youth Credential	52%	59.4%	114.2%

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

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

### Improvement Strategies

The following paragraphs summarize progress made on Youth program improvement efforts.

#### Minnesota's Shared Youth Vision Activities

Minnesota is one of 16 states selected to participate in the 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, 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. The SYV activity began in August 2006 and continues to date.

#### Web-based Regional Career Information

User-friendly regional labor market profiles help WSAs/LWIBs to identify short- and long-term skills and competencies needed by youth to

satisfy employer requirements in each region. DEED's Business Services Specialists promote the websites with regional employers. Business Services Specialists invite local employers to feature web content about career opportunities. See, for example, [Southwest Minnesota Careers](#) and the [Northland Works](#) websites.

### Outreach to Schools Pilot Project

DEED is piloting the Outreach to Schools project: postsecondary students in counseling (or related fields) are trained as "Career Guides" to bring career exploration and planning to thousands of youth each year. Interns who have selected counseling as a career pathway 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. Those resources include MinnesotaWorks, ISEEK, MNCareers, and other tools to identify jobs in demand.

### Interagency Initiatives

Minnesota's SYV partners are working to create statewide change to improve the ability to serve youth most in need. DEED is a partner in several interagency initiatives, including:

- The National Governor's 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

### Project C3 MN

[Project C3 MN](#) is an online resource designed to connect youth, families, professionals, and employers to services in their communities based on need, interest, and location. This resource-mapping tool addresses the need for information on resources and services across programs and agencies.

### Youth Zones

WorkForce Centers have developed Youth Zones and youth-focused websites 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](#).

### Youth Councils

Youth Councils established under WIA:

- 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 local school districts (including alternative schools) to determine how the LWIBs, Youth Councils, and WorkForce Centers can partner with the K-12 system to help young



people - the emerging workforce - connect to education and training opportunities that lead to successful employment.

- Provide opportunities for youth to be involved in the community and decision-making. Foster parents are active on local Youth Councils.
- Sponsor life skills transition workshops for alternative school students. WSAs also 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 program.
- Initiate Youth Summits to enhance service coordination and identify youth needs and service gaps. Coordination with education, human services, Rehabilitation Services, community corrections, health, community-based and faith-based organizations, migrant and seasonal farmworker programs, and Job Corps, ensures that youth from all backgrounds can access a variety of services.

### Youthbuild

Youth service providers reconnect out-of-school youth who enter the Minnesota WorkForce Center System to an educational program where they earn a high school diploma and transition into a postsecondary training program. The Youthbuild program, which operates in 11 sites, is an example of the way in which a youth service provider serves as an

intermediary to reconnect youth to educational opportunities. DEED developed a [Youthbuild cost-benefit analysis](#), which was referenced in GAO's National Study on Youthbuild.

### Youth @ Work Safety Training and Curriculum

DEED is partnering with the University of California at Berkeley on the Minnesota edition of [Talking Safety: Teaching Teens about Workplace Safety and Health](#).

Train-the-trainer workshops were provided to Minnesota youth practitioners and SYV state partners in March 2007. Curriculum is posted on the [Youth @ Work](#) website.

At least two LWIBs (Southeast Minnesota and Rural Minnesota CEP) will provide worker safety training to all youth participants through the CareerSafe online training program, resulting in an OSHA certification. Completion of safety training resulting in OSHA certification meets the new DOL definition of certificate, resulting in improved outcomes for the Older Youth credential/certificate measure.

### DEED's Youth Website

DEED's Office of Youth Development provides state and local partners with timely policy and program information, including information on best practices. This is an ongoing effort - information on the [website](#) is updated frequently.

Detailed web statistics have been collected since January 2002 and continues.

For more information on Youth services administered through DEED, visit [www.deed.state.mn.us/youth](http://www.deed.state.mn.us/youth) and [www.deed.state.mn.us/youth/syv/syv.htm](http://www.deed.state.mn.us/youth/syv/syv.htm).

### Success Story: Felicia and Winnie

Felicia and Winnie are both 17-year old juniors at Waubun High School, members of the White Earth band of Ojibwe and entering their third year as participants in Rural Minnesota CEP's Youth program. During the summer of 2007, they worked at the White Earth Health Care Center.

Youth participants rotate through different areas of the White Earth Health Care Center assisting patients and staff and gaining exposure to a variety of healthcare careers. Pharmacists and technicians at the White Earth Health Care Center served as mentors to Felicia and Winnie.



Felicia's career goal is to become a pharmacist. She is working with Rural Minnesota CEP's youth staff to prepare for college exams,

complete application forms, apply for financial aid, and get ready for her senior year of high school. Her love of chemistry and her hands-on exposure to pharmacy at the White Earth Health Care Center led her to select pharmacy as a career path. The opportunities that Felicia had as a Youth program participant to job shadow, do career planning, and work on her college plans have reinforced her need to continue her education beyond high school.



Winnie's goals include attending Stanford University and becoming a Psychologist. During the summer of 2007, she worked in the mental health services area at the White Earth Health Care Center, assisting with patient scheduling and other administrative tasks. Her work

experience combined with the mentoring and support of her co-workers helped her to learn applied skills considered critical for current and future success in the workplace. Winnie is also working with Rural Minnesota CEP youth staff to transform the dream of going to Stanford University into reality.



**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	87.0	87.2	1908 2189
Employment Retention Rate	89.0	92.6	1,863 2,011
Average Earnings	16,811.0	17,003.2	30,826,879 1,813
Employment and Credential Rate	69.0	70.6	435 616

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

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	83.3	195	89.1	131	78.3	318	66.7	2
		234		147		406		3
Employment Retention Rate	85.9	171	91.7	100	89.5	273	85.7	6
		19		109		305		7
Average Earnings	17,823.4	2,976,500	14,118.0	1,397,684	15,051.2	4,033,730	8,065.2	40,32
		167		99		268		6
Employment and Credential Rate	70.5	43	67.6	23	51.0	25	100.0	1
		61		34		49		1

**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	86.9	512	87.3	1,396
		589		1,600
Employment Retention Rate	94.9	559	91.7	1,304
		589		1,422
Average Earnings	16,012.9	8,598,931	17,420.0	22,227,948
				1,276

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	0.0	60.7	886 1,460
Employment Retention Rate	0.0	45.7	668 1,463
Average Earnings	0.0	1.4	1 7

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71.0	80.1	230 287
Employment Retention Rate	83.0	84.1	244 290
Average Earnings	3,500.0	3,802.5	1,019,079 268
Credential Rate	52.0	59.4	222 374

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

Reported Information	Public Assistance		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	76.0	76	85.7	6	71.6	53	81.3	161
		100		7		74		198
Employment Retention Rate	81.6	71	84.6	11	81.4	48	84.2	171
		87		13		59		203
Average Earnings	4,298.9	352,513	2,014.5	26,189	3,115.7	162,014	3,639.6	684,250
		82		13		52		188
Employment and Credential Rate	56.3	72	80.0	8	55.3	52	58.9	146
		128		10		94		248

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	89.0	91.6	3,439
			3,753
Youth Diploma or Equivalent Rate	72.0	81.3	497
			611
Retention Rate	74.0	74.1	420
			567

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

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out of School Youth	
Skill Attainment Rate	88.9	649	92.2	1,761	88.8	681
		730		1,910		767
Youth Diploma or Equivalent	68.6	81	88.1	296	67.2	90
		118		336		134
Retention Rate	69.3	79	70.7	205	75.8	138
		114		290		182



**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	82.0	1,030	5,684.8	6,770,584	3.8	34	4,686.7	4,016,489	69.6	217
		1,256		1,191		906		857		312
Dislocated Worker	90.8	1,811	92.6	30,610,119	1.9	37	7,974.4	14,644,748	66.4	340
		1,995		33,054,235		1,908		1,849		512
Older Youth	85.2	248	4,243.1	1,107,456	2.6	6	3,016.8	654,635		
		291		261		230		217		

**Table M - Workforce Investment Act Adult Program Results**

Reported Information	Total Participant Records	Total Exiters
Total Adult Customers	6,583	3,584
Total Adult self-service only	0	0
WIA Adult	2,789	1,534
WIA Dislocated Worker	3,796	2,055
Total Youth (14-21)	4,189	1,716
Younger Youth (14-18)	3,254	1,294
Older Youth (19-21)	935	422
Out-of-School Youth	1,244	612
In-School Youth	2,945	1,104

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending
Local Adults	5,465,225
Local Dislocated Workers	5,802,148
Local Youth	7,080,319
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	1,151,790
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	1,045,000
Program Activity Description	
Administration	2,310,871
Provision of Capacity Building	413,135
Incumbent Worker Training	360,457
Local/Regional Economic + W	458,014
Other	190,810

Table O - Local Performance

Local Area Name: Northwest Minnesota Private Industry Council, Inc. - WSA 1	Total Participants Served	Adults	83
		Dislocated Worker	49
		Older Youth (19-21)	23
		Younger Youth (14-18)	167
ETA Assigned #: 27045	Total Exiters	Adults	56
		Dislocated Worker	30
		Older Youth (19-21)	10
		Younger Youth (14-18)	51
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.0
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	92.9
	Dislocated Worker	87.0	90.0
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	90.6
	Dislocated Worker	89.0	85.2
	Older Youth	83.0	85.7
	Younger Youth	74.0	83.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	9,075.0	10,323.0
	Dislocated Workers	13,641.0	12,216.6
	Older Youth	3,500.0	2,616.3
Credential/Diploma Rates	Adults	72.0	72.2
	Dislocated Workers	69.0	84.0
	Older Youth	52.0	50.0
	Younger Youth	72.0	86.1
Skill Attainment Rate	Younger Youth	89.0	97.4
Placement in Employment or Education	(Youth 14-21)	0.0	82.7
Attainment of Degree or Certificate	Youth (14-21)	0.0	76.5
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X

**Table O - Local Performance**

Local Area Name: <b>Rural Minnesota Concentrated Employment Program, Inc. - WSA 2</b>	Total Participants Served	Adults	408
		Dislocated Worker	376
		Older Youth (19-21)	81
		Younger Youth (14-18)	537
ETA Assigned #: <b>27040</b>	Total Exiters	Adults	219
		Dislocated Worker	216
		Older Youth (19-21)	41
		Younger Youth (14-18)	238
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	83.6
	Dislocated Worker	87.0	85.3
	Older Youth	71.0	76.0
Retention Rates	Adults	85.0	87.9
	Dislocated Worker	89.0	93.0
	Older Youth	81.0	92.3
	Younger Youth	74.0	66.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,886.0	11,388.3
	Dislocated Workers	12,305.0	13,307.4
	Older Youth	3,400.0	6,901.4
Credential/Diploma Rates	Adults	72.0	71.3
	Dislocated Workers	69.0	65.3
	Older Youth	52.0	64.3
	Younger Youth	72.0	87.7
Skill Attainment Rate	Younger Youth	89.0	91.6
Placement in Employment or Education	(Youth 14-21)	0.0	60.4
Attainment of Degree or Certificate	Youth (14-21)	0.0	57.6
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Northeast Minnesota Office of Job Training - WSA 3</b>	Total Participants Served	Adults	218	
		Dislocated Worker	226	
		Older Youth (19-21)	82	
		Younger Youth (14-18)	227	
ETA Assigned #: 27035	Total Exiters	Adults	125	
		Dislocated Worker	49	
		Older Youth (19-21)	44	
		Younger Youth (14-18)	95	
<b>Reported</b>		<b>Negotiated Level</b>		<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9	
	Employers	76.0	75.5	
Entered Employment Rates	Adult	86.0	89.4	
	Dislocated Worker	87.0	85.7	
	Older Youth	71.0	87.5	
Retention Rates	Adults	85.0	91.1	
	Dislocated Worker	89.0	94.7	
	Older Youth	83.0	85.7	
	Younger Youth	74.0	77.8	
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10,085.0	12,011.1	
	Dislocated Workers	11,449.0	13,175.7	
	Older Youth	3,500.00	5,314.7	
Credential/Diploma Rates	Adults	72.0	85.4	
	Dislocated Workers	69.0	90.0	
	Older Youth	52.0	86.7	
	Younger Youth	72.0	89.7	
Skill Attainment Rate	Younger Youth	89.0	99.1	
Placement in Employment or Education	(Youth 14-21)	0.0	55.0	
Attainment of Degree or Certificate	Youth (14-21)	0.0	34.5	
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0	
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
			X	

**Table O - Local Performance**

Local Area Name: City of Duluth - WSA 4	Total Participants Served	Adults	47
		Dislocated Worker	42
		Older Youth (19-21)	63
		Younger Youth (14-18)	118
ETA Assigned #: 27005	Total Exiters	Adults	10
		Dislocated Worker	28
		Older Youth (19-21)	25
		Younger Youth (14-18)	48
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	75.0
	Dislocated Worker	87.0	92.5
	Older Youth	69.0	70.0
Retention Rates	Adults	85.0	77.8
	Dislocated Worker	89.0	96.3
	Older Youth	81.0	75.0
	Younger Youth	72.0	85.7
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	9,983.0	11,585.6
	Dislocated Workers	13,667.0	14,028.0
	Older Youth	3,400.0	4,634.3
Credential/Diploma Rates	Adults	72.0	72.7
	Dislocated Workers	69.0	66.7
	Older Youth	50.0	46.7
	Younger Youth	70.0	67.9
Skill Attainment Rate	Younger Youth	87.0	88.2
Placement in Employment or Education	(Youth 14-21)	0.0	71.4
Attainment of Degree or Certificate	Youth (14-21)	0.0	48.1
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	



**Table O - Local Performance**

Local Area Name: Central Minnesota Jobs and Training - WSA 5	Total Participants Served	Adults	222
		Dislocated Worker	327
		Older Youth (19-21)	76
		Younger Youth (14-18)	329
ETA Assigned #: 27105	Total Exiters	Adults	172
		Dislocated Worker	311
		Older Youth (19-21)	49
		Younger Youth (14-18)	136
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	80.8
	Dislocated Worker	87.0	89.6
	Older Youth	71.0	89.5
Retention Rates	Adults	85.0	86.3
	Dislocated Worker	89.0	95.1
	Older Youth	83.0	97.1
	Younger Youth	74.0	76.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10,244.0	11,421.7
	Dislocated Workers	14,622.0	14,235.9
	Older Youth	3,500.0	3,988.2
Credential/Diploma Rates	Adults	72.0	67.2
	Dislocated Workers	69.0	82.5
	Older Youth	52.0	60.8
	Younger Youth	72.0	81.1
Skill Attainment Rate	Younger Youth	89.0	87.8
Placement in Employment or Education	(Youth 14-21)	0.0	77.1
Attainment of Degree or Certificate	Youth (14-21)	0.0	72.1
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Southwest Minnesota Private Industry Council Inc. - WSA 6</b>	Total Participants Served	Adults	78
		Dislocated Worker	49
		Older Youth (19-21)	8
		Younger Youth (14-18)	63
ETA Assigned #: 27055	Total Exiters	Adults	33
		Dislocated Worker	14
		Older Youth (19-21)	6
		Younger Youth (14-18)	39
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	100.0
	Dislocated Worker	87.0	100.0
	Older Youth	65.0	100.0
Retention Rates	Adults	85.0	87.1
	Dislocated Worker	89.0	100.0
	Older Youth	70.0	100.0
	Younger Youth	65.0	83.3
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10,779.0	12,299.8
	Dislocated Workers	14,707.0	13,710.0
	Older Youth	2,700.0	-2,375.0
Credential/Diploma Rates	Adults	72.0	84.8
	Dislocated Workers	69.0	75.0
	Older Youth	55.0	75.0
	Younger Youth	68.0	100.0
Skill Attainment Rate	Younger Youth	68.0	95.3
Placement in Employment or Education	Youth (14-21)	0.0	83.8
Attainment of Degree or Certificate	Youth (14-21)	0.0	86.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>South Central Workforce Council - WSA 7</b>	Total Participants Served	Adults	75
		Dislocated Worker	228
		Older Youth (19-21)	63
		Younger Youth (14-18)	75
ETA Assigned #: <b>27030</b>	Total Exiters	Adults	39
		Dislocated Worker	94
		Older Youth (19-21)	21
		Younger Youth (14-18)	33
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.0
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	85.7
	Dislocated Worker	87.0	87.3
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	89.5
	Dislocated Worker	89.0	93.9
	Older Youth	77.0	83.3
	Younger Youth	68.0	65.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	8,186.0	9,887.4
	Dislocated Workers	14,691.0	15,090.2
	Older Youth	1,300.0	3,749.8
Credential/Diploma Rates	Adults	72.0	70.6
	Dislocated Workers	69.0	88.6
	Older Youth	53.0	68.8
	Younger Youth	72.0	81.8
Skill Attainment Rate	Younger Youth	82.0	90.3
Placement in Employment or Education	Youth (14-21)	0.0	84.6
Attainment of Degree or Certificate	Youth (14-21)	0.0	80.6
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Southeast Minnesota Workforce Development - WSA 8</b>	Total Participants Served	Adults	161
		Dislocated Worker	285
		Older Youth (19-21)	134
		Younger Youth (14-18)	250
ETA Assigned #: 27075	Total Exiters	Adults	51
		Dislocated Worker	153
		Older Youth (19-21)	45
		Younger Youth (14-18)	94
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	82.1
	Dislocated Worker	87.0	85.9
	Older Youth	71.0	87.0
Retention Rates	Adults	85.0	82.7
	Dislocated Worker	89.0	96.1
	Older Youth	83.0	81.5
	Younger Youth	74.0	79.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,400.0	8,882.0
	Dislocated Workers	16,618.0	15,751.7
	Older Youth	3,500.0	2,279.9
Credential/Diploma Rates	Adults	72.0	66.7
	Dislocated Workers	69.0	60.5
	Older Youth	52.0	56.7
	Younger Youth	72.0	71.4
Skill Attainment Rate	Younger Youth	87.0	91.4
Placement in Employment or Education	(Youth 14-21)	0.0	79.3
Attainment of Degree or Certificate	Youth (14-21)	0.0	68.6
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: Hennepin Carver Employment and Training Council - WSA 9	Total Participants Served	Adults	249
		Dislocated Worker	836
		Older Youth (19-21)	0
		Younger Youth (14-18)	55
ETA Assigned #: 27085	Total Exiters	Adults	109
		Dislocated Worker	436
		Older Youth (19-21)	9
		Younger Youth (14-18)	44
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	80.8
	Dislocated Worker	87.0	85.9
	Older Youth	71.0	50.0
Retention Rates	Adults	85.0	75.6
	Dislocated Worker	89.0	89.1
	Older Youth	83.0	75.0
	Younger Youth	74.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	12,232.0	11,836.5
	Dislocated Workers	20,240.0	20,255.4
	Older Youth	3,500.0	-659.3
Credential/Diploma Rates	Adults	72.0	62.5
	Dislocated Workers	69.0	71.8
	Older Youth	52.0	40.0
	Younger Youth	72.0	0.0
Skill Attainment Rate	Younger Youth	89.0	79.5
Placement in Employment or Education	(Youth 14-21)	0.0	30.9
Attainment of Degree or Certificate	Youth (14-21)	0.0	0.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
		X	
		<b>Exceeded</b>	



**Table O - Local Performance**

Local Area Name: <b>Minneapolis Employment and Training - WSA 10</b>	Total Participants Served	Adults	428		
		Dislocated Worker	254		
		Older Youth (19-21)	134		
		Younger Youth (14-18)	910		
ETA Assigned #: <b>27010</b>	Total Exiters	Adults	350		
		Dislocated Worker	155		
		Older Youth (19-21)	75		
		Younger Youth (14-18)	332		
<b>Reported</b>		<b>Negotiated Level</b>		<b>Actual Performance Level</b>	
Customer Satisfaction	Program Participants	75.0	73.9		
	Employers	76.0	75.5		
Entered Employment Rates	Adult	86.0	92.5		
	Dislocated Worker	87.0	91.2		
	Older Youth	67.0	77.8		
Retention Rates	Adults	85.0	74.9		
	Dislocated Worker	89.0	86.5		
	Older Youth	67.0	74.2		
	Younger Youth	63.0	74.3		
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	9,929.0	10,621.9		
	Dislocated Workers	18,944.0	16,799.5		
	Older Youth	2,800.0	2,658.8		
Credential/Diploma Rates	Adults	72.0	83.3		
	Dislocated Workers	69.0	69.7		
	Older Youth	33.0	47.3		
	Younger Youth	51.0	86.3		
Skill Attainment Rate	Younger Youth	84.0	96.4		
Placement in Employment or Education	(Youth 14-21)	0.0	45.7		
Attainment of Degree or Certificate	Youth (14-21)	0.0	4.7		
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0		
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>	
			X		

**Table O - Local Performance**

Local Area Name: <b>Anoka County - WSA 12</b>	Total Participants Served	Adults	33
		Dislocated Worker	109
		Older Youth (19-21)	7
		Younger Youth (14-18)	17
ETA Assigned #: <b>27085</b>	Total Exiters	Adults	25
		Dislocated Worker	38
		Older Youth (19-21)	3
		Younger Youth (14-18)	8
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	88.2
	Dislocated Worker	87.0	97.6
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	87.5
	Dislocated Worker	89.0	97.1
	Older Youth	83.0	100.0
	Younger Youth	74.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,369.0	8,515.0
	Dislocated Workers	17,609.0	21,882.9
	Older Youth	3,500.0	1,303.0
Credential/Diploma Rates	Adults	72.0	66.7
	Dislocated Workers	69.0	58.3
	Older Youth	52.0	100.0
	Younger Youth	72.0	71.4
Skill Attainment Rate	Younger Youth	89.0	84.2
Placement in Employment or Education	(Youth 14-21)	0.0	60.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	71.4
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Dakota/Scott Counties - WSA 14</b>	Total Participants Served	Adults	111
		Dislocated Worker	291
		Older Youth (19-21)	27
		Younger Youth (14-18)	88
ETA Assigned #: <b>27090</b>	Total Exiters	Adults	65
		Dislocated Worker	190
		Older Youth (19-21)	30
		Younger Youth (14-18)	23
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	81.0
	Dislocated Worker	87.0	87.6
	Older Youth	64.0	65.0
Retention Rates	Adults	85.0	70.0
	Dislocated Worker	89.0	93.6
	Older Youth	75.0	87.5
	Younger Youth	50.0	71.4
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	10,781.0	10,469.3
	Dislocated Workers	17,342.0	18,112.3
	Older Youth	3,500.0	1,764.9
Credential/Diploma Rates	Adults	72.0	88.9
	Dislocated Workers	69.0	66.7
	Older Youth	48.0	44.0
	Younger Youth	60.0	83.3
Skill Attainment Rate	Younger Youth	76.0	85.9
Placement in Employment or Education	(Youth 14-21)	0.0	59.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	75.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: Ramsey County Workforce Solutions - WSA 15	Total Participants Served	Adults	284
		Dislocated Worker	107
		Older Youth (19-21)	208
		Younger Youth (14-18)	372
ETA Assigned #: 27115	Total Exiters	Adults	89
		Dislocated Worker	28
		Older Youth (19-21)	59
		Younger Youth (14-18)	134
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	96.5
	Dislocated Worker	87.0	97.7
	Older Youth	68.0	70.7
Retention Rates	Adults	85.0	89.1
	Dislocated Worker	89.0	95.2
	Older Youth	70.0	80.5
	Younger Youth	60.0	61.6
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	11,137.0	12,552.1
	Dislocated Workers	19,859.0	19,833.7
	Older Youth	2,700.0	3,153.0
Credential/Diploma Rates	Adults	72.0	86.7
	Dislocated Workers	69.0	72.7
	Older Youth	45.0	46.0
	Younger Youth	50.0	68.8
Skill Attainment Rate	Younger Youth	80.0	83.4
Placement in Employment or Education	(Youth 14-21)	0.0	64.7
Attainment of Degree or Certificate	Youth (14-21)	0.0	53.7
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Washington County - WSA 16</b>	Total Participants Served	Adults	8
		Dislocated Worker	136
		Older Youth (19-21)	8
		Younger Youth (14-18)	16
ETA Assigned #: <b>27100</b>	Total Exiters	Adults	4
		Dislocated Worker	72
		Older Youth (19-21)	2
		Younger Youth (14-18)	8
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	75.0
	Dislocated Worker	87.0	93.2
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	100.0
	Dislocated Worker	89.0	92.8
	Older Youth	83.0	0.0
	Younger Youth	74.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	8,954.0	7,751.0
	Dislocated Workers	20,528.0	22,308.3
	Older Youth	3,500.0	0.0
Credential/Diploma Rates	Adults	72.0	75.0
	Dislocated Workers	69.0	76.9
	Older Youth	52.0	0.0
	Younger Youth	72.0	100.0
Skill Attainment Rate	Younger Youth	89.0	95.0
Placement in Employment or Education	Youth (14-21)	0.0	25.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	25.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
		X	
		<b>Exceeded</b>	



**Table O - Local Performance**

Local Area Name: <b>Stearns-Benton Employment and Training Council - WSA 17</b>	Total Participants Served	Adults	38
		Dislocated Worker	113
		Older Youth (19-21)	10
		Younger Youth (14-18)	17
ETA Assigned #: 27085	Total Exiters	Adults	10
		Dislocated Worker	66
		Older Youth (19-21)	0
		Younger Youth (14-18)	3
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.9
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	100.0
	Dislocated Worker	87.0	85.7
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	100.0
	Dislocated Worker	89.0	93.3
	Older Youth	75.0	100.0
	Younger Youth	65.0	100.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	13,542.0	18,757.5
	Dislocated Workers	12,732.0	14,875.8
	Older Youth	3,000.0	8,937.8
Credential/Diploma Rates	Adults	72.0	86.7
	Dislocated Workers	69.0	83.3
	Older Youth	52.0	100.0
	Younger Youth	72.0	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	83.3
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
		<b>Exceeded</b>	

**Table O - Local Performance**

Local Area Name: <b>Winona County Workforce Council - WSA 18</b>	Total Participants Served	Adults	346
		Dislocated Worker	14
		Older Youth (19-21)	2
		Younger Youth (14-18)	23
ETA Assigned #: <b>27080</b>	Total Exiters	Adults	177
		Dislocated Worker	4
		Older Youth (19-21)	3
		Younger Youth (14-18)	8
<b>Reported</b>		<b>Negotiated Level</b>	<b>Actual Performance Level</b>
Customer Satisfaction	Program Participants	75.0	73.0
	Employers	76.0	75.5
Entered Employment Rates	Adult	86.0	66.7
	Dislocated Worker	87.0	83.3
	Older Youth	71.0	100.0
Retention Rates	Adults	85.0	75.0
	Dislocated Worker	89.0	88.9
	Older Youth	79.0	0.0
	Younger Youth	74.0	80.0
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	9,355.0	6,133.5
	Dislocated Workers	13,049.0	12,456.4
	Older Youth	3,200.0	0.0
Credential/Diploma Rates	Adults	72.0	66.7
	Dislocated Workers	69.0	75.0
	Older Youth	52.0	50.0
	Younger Youth	72.0	83.3
Skill Attainment Rate	Younger Youth	84.0	100.0
Placement in Employment or Education	(Youth 14-21)	0.0	50.0
Attainment of Degree or Certificate	Youth (14-21)	0.0	0.0
Literacy or Numeracy Gains	Youth (14-21)	0.0	0.0
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
			X
			<b>Exceeded</b>

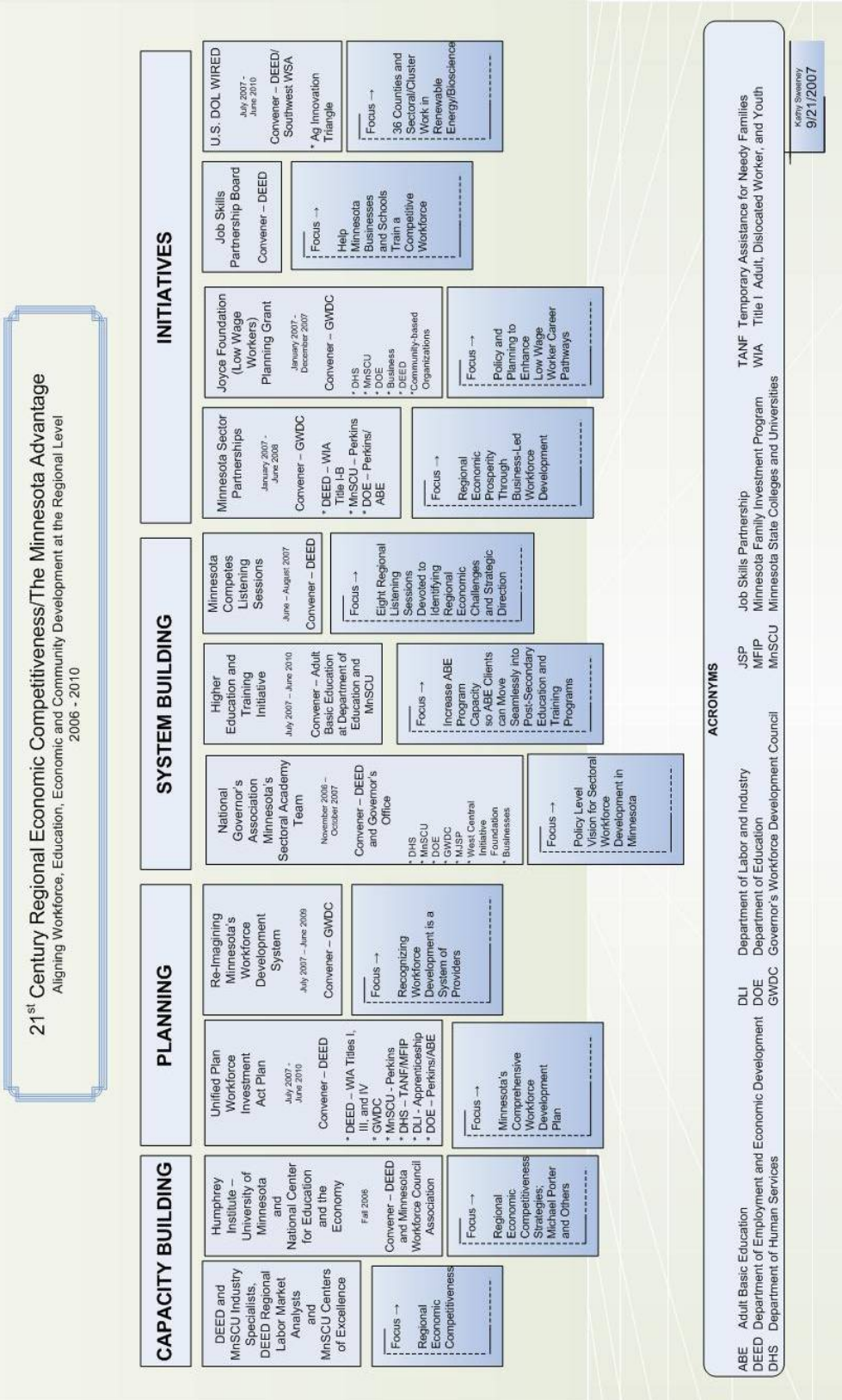
**Table P - Cost Effectiveness Analysis**

	Total Federal Spending*	Number of Participants	Average Cost per Participant	Number of Exiters	Average Cost per Exiter	Number of Placements	Average Cost per Placement
<b>Adult</b>	\$5,465,225	2,789	\$1,960	1,534	\$3,563	906	\$6,032
<b>Dislocated Worker</b>	\$5,802,148	3,796	\$1,528	2,055	\$2,823	1,908	\$3,041
<b>Youth</b>	\$7,080,319	4,189	\$1,690	1,716	\$4,126	886	\$7,991**

\* 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



# ATTACHMENT B

## Exit/Activity Cohorts for WIA & 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	
<b>Total Participants</b> (Adult, DW, OY, YY)							Jul. 2006 - Jun. 2007							Jul. 2007 - Jun. 2008				Jul. 2008 - Jun. 2009
<b>Total Exiters</b> (Performance Matters) (Adult, DW, OY, YY)																		
<b>Total DOL Exiters</b> (Adult, DW, OY, YY)							Apr. 2006 - Mar. 2007							Apr. 2007 - Mar. 2008				Apr. 2008 - Mar. 2009
<b>Diploma Attainment Rate</b> (YY)																		
<b>Skill Attainment Rate</b> (YY) (both exiters & participants)																		
<b>Entered Employment</b> (Adult, DW, OY)																		
<b>Credential Rate</b> (Adult, DW, OY)																		
<b>Retention Rate</b> (Adult, DW, OY, YY)																		
<b>Earnings Gain</b> (OY)																		
<b>Average Earnings</b> (Adult, DW)																		
<b>Youth Common Measures</b>																		
<b>Placement in Employment or Education</b> (all Youth)																		
<b>Attainment of Degree or Certificate</b> (all Youth)																		
<b>Literacy &amp; Numeracy Gain</b> (all Youth)																		



