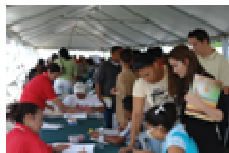




**Commonwealth of Puerto Rico  
Department of Labor and Human  
Resources  
Human Resources and Occupational  
Development Council**



**Workforce Investment Act  
Annual Report  
Program Year 2007 – 2008  
October 2008**



MESSAGE FROM THE GOVERNOR OF THE  
COMMONWEALTH OF PUERTO RICO,  
HONORABLE ANÍBAL ACEVEDO VILÁ



I am delighted to present the 2007-2008 Commonwealth of Puerto Rico Workforce Investment Act (WIA) Annual Report. This document contains all the initiatives that we have put into practice to encourage self-sufficiency within our labor force, as well as to stimulate healthier and more effective practices by the employers.

This has been a very challenging year. While the world's economy is embattled by fuel prices and natural disasters, our work force keeps growing, making job market diversification and specialized training more necessary than ever.

We are well aware that many Puerto Ricans have faced their company's shut down, and that is precisely the reason why we have concentrated our efforts in training those unemployed workers, so that when they re-join the market force they are prepared for more demanding and higher paying jobs.

Our goal is to make Puerto Rico an increasingly competitive landmark, where companies that explore new global economic trends such as biotechnology, may find here the ideal infrastructure and human resources they need to achieve success. I can assure you that will be the case.

Aníbal Acevedo Vilá

## Message from the Secretary of Department of Labor Honorable Román M. Velasco González



On behalf of the Commonwealth of Puerto Rico and the Puerto Rico Department of Labor and Human Resources, I am pleased to submit our Workforce Investment Act (WIA) Annual Report for Program Year 2007-2008. During this year we have strived to lay the foundation for the transformation of Puerto Rico's public workforce investment system and have made great advances and accomplishments in the process.

In the course of events, high level leaders from the public, private and academic sectors convened to define the future of the system. With the support of the Employment and Training Administration at the Regional and National levels, a new vision was defined as *"the creation of a talent development system that positions Puerto Rico as*

*being recognized globally for having a world-class workforce that provides for the well-being and prosperity for its people"*.

Transformation needs to occur on several levels and key milestones have been achieved in this process. For example, the newly formed partnership with the US Census Bureau in the LED (Local Employment Dynamics) Program will provide the Local Areas with better decision tools for their investments. A push for the alignment of the fragmented public workforce investment system with leading regional economic development partnerships and new statewide policies on investment, performance and governance are strategies targeted to the creation of a system that is driven by the needs of a 21<sup>st</sup> Century global economy. Emerging biotech and aerospace industries and its derived clusters represent a paramount opportunity to strengthen our global competitiveness.

I would like to thank the State Board, Local Workforce Investment Boards, their Local Areas and Team Puerto Rico for their efforts and commitment to system transformation. We are encouraged by the achievements during this program year and recognize that there is still much work to be done. The workforce development system in Puerto Rico will continue to respond to the ever changing local and global markets, enhancing the economic development of our communities.

A handwritten signature in black ink, which appears to read "Román Velasco". The signature is written in a cursive, flowing style.

Roman M. Velasco Gonzalez  
Secretary

**MESSAGE FROM THE PRESIDENT  
ALFONSO L. DÁVILA SILVA  
STATE WORKFORCE INVESTMENT BOARD**



On behalf of the State Workforce Investment Board, and administrative staff that envision their role as promoters of economic growth and development in Puerto Rico, we are proud to present the Program Year 2007 Workforce Investment Act (WIA) Annual Report. The State Board mission is to contribute to the development of our workforce within a constantly changing global economy.

The State Board has promoted various innovative projects in accordance with the Governor's initiative on economic and workforce development. These projects are geared toward creating jobs and capacity building services to participants in WIA programs with trainings in the fields of advanced manufacturing and technology, customized training for incumbent workers and training for the development of industrial conglomerates in the field of manufacturing and research and development. In addition, we have supported and endorsed the development of programs and projects in conjunction with the private sector, government and educational institutions that have contributed to the development of working skills of youth, adults, dislocated workers, dropouts and older workers.

The Workforce Investment Act continues being an essential instrument in providing real alternatives for people who strive to obtain a job or improve their working skills through training. We will continue to work toward that goal.

Cordially,

A handwritten signature in black ink, appearing to read 'Alfonso L. Dávila Silva'.

Alfonso L. Dávila Silva  
President  
Puerto Rico State Workforce Investment Board

**MESSAGE FROM THE EXECUTIVE DIRECTOR  
ALEJANDRO J. RIERA FERNÁNDEZ  
HUMAN RESOURCES AND OCCUPATIONAL DEVELOPMENT COUNCIL**



Greetings from all the Human Resources and Occupational Development Council's employees. We are pleased to present the Commonwealth of Puerto Rico Workforce Investment Act (WIA) Annual Report for Program Year 2007-2008.

Our goal during Program Year 2007-2008 was to reach an effective administration of WIA. The main purpose is to make accessible our multiple employment and training services for the youth, adults, unemployed adults and displaced workers residents of the island of Puerto Rico. We have significantly advanced investing in special projects addressed to offer educational and employment opportunities to the different population groups. These opportunities will let them grow inside the industry and will help them reach higher productivity and competitiveness.

We have also been able to have our Rapid Response Unit offer their services not only to layoff affected workers, but also to the unemployed group that resides in our island. This has been possible by visiting the municipalities throughout region.

Training needs increase because of the constant changes in manufacturing technologies and development of new products. Therefore, upgrading skills of employees is required in the production and their corresponding control system areas. According to the continuous and increasing demands from the private sector, with the Incumbent Workers Training Program we have provided the necessary training to incumbent workers to upgrade their skills and cover these needs.

It is important to state that the gap between our workers and employers with the HRODC is getting smaller, making it possible for us to let them know the benefits and incentives that WIA provides and letting us be able to offer them the employment and training services that better contribute to their needs and progress. The necessary tools have been provided to help them develop a highly qualified team, with actualized skills, in order for them to maintain their competitiveness in the globalized economy, avoiding industry closings and massive layoffs. Our objective has been to invest in training for growing areas, as Bioscience, Biotechnology and Aerospace Design, which will provide better remunerated employments that will allow workers reach their auto sufficiency.

In a short time, we have obtained great success. Knowing that a working capable Puerto Rico is closer to reach a better social economic level, we must continue our important crusade to finally eradicate unemployment. We will continue to do our part, with the support of WIA, contributing to reach a collective well being in each region of Puerto Rico.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Alejandro J. Riera Fernández'.

Alejandro J. Riera Fernández  
Executive Director

## INTRODUCTION

The Human Resources and Occupational Development Council (HRODC) is the administrative entity of Title 1 of the Workforce Investment Act (WIA) of 1998, for the Commonwealth of Puerto Rico. It was created with the enactment of Public Law 97 on December of 1991 under the name Advisory Commission and Technical Formation Council. In May of 1994, it was ascribed to the Puerto Rico Department of Labor and Human Resources and renamed as HRODC.

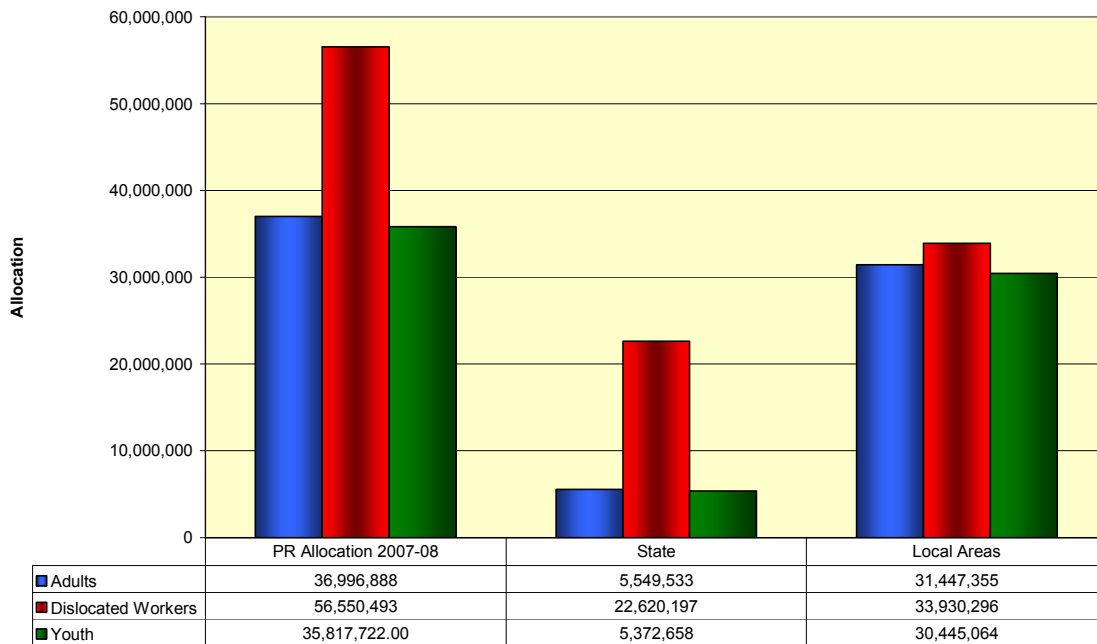


As the administrative entity of the WIA funds, the HRODC is responsible for establishing fiscal controls that will assure that the utilization of funds is in compliance and fosters efficient and effective programmatic activities. The HRODC works closely with its economic development partners in order to attract businesses that will create jobs and together with them, search for solutions by providing alternatives to daily challenges existing in a competitive workforce and provide high skilled workers to high growth industries.

## PROGRAM YEAR FUNDING

For PY 2007, the Commonwealth of Puerto Rico's allocation was \$129,365,103 for the three program funding stream. This was distribute in \$36,996,888 for the Adult Program, another \$56,550,493 for the Dislocated Workers Program and \$35,817,722 for the Youth Program. **Graph 1** shows the distribution of the allocated funds to the Local Areas for the three Programs and for statewide activities. In general, the total allocation to the local areas was \$95,822,715 and \$33,542,388 for statewide activities.

**Graph 1  
PUERTO RICO AND LOCAL AREAS FUNDS ALLOCATION 2007-08**



The Local Areas available budget for the period covered by this report was **\$131,995,036** with **\$57,524,002** distributed for the Youth Program, **\$32,575,078** for the Dislocated Workers and **\$41,895,956** for Adults, as shown in **Graph 2**. Statewide activities allocation was **\$36,754,464.43**, for a total allocation of **\$168,749,500**, including PY 2007 formula funds and carry over from PY 2006.

**Graph 2  
AVAILABLE BUDGET ALLOCATION PROGRAM YEAR 2007-08**

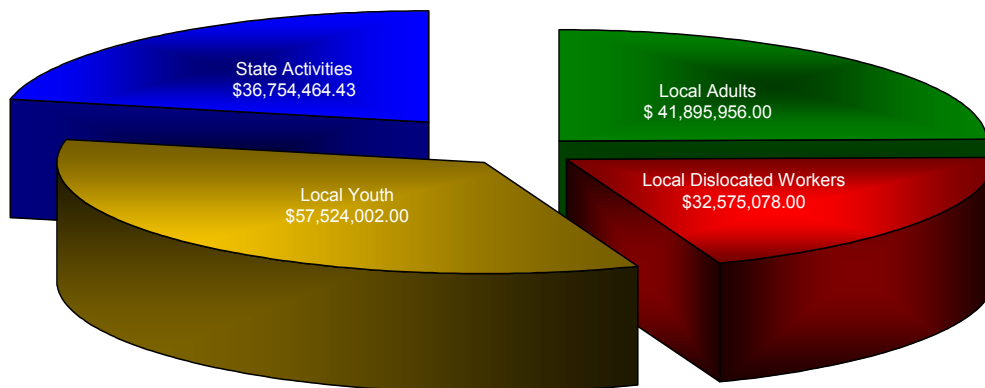
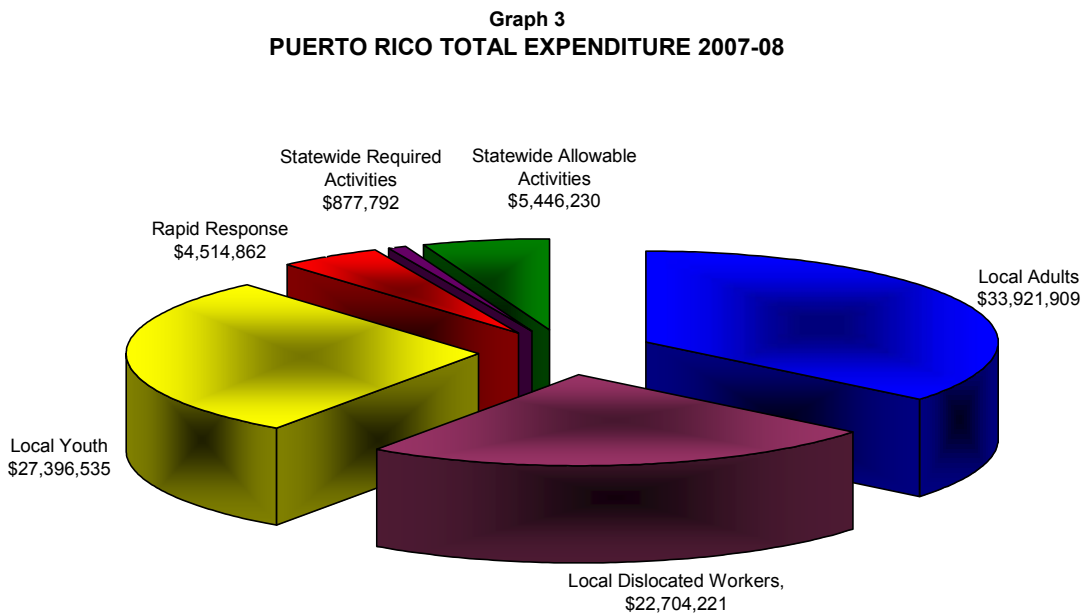


Table N on the appendixes presents the expenditure for the three programs, statewide allowable and required activities and rapid response services. Total expenses for the period of this report were **\$94,861,549**. This amount includes the expenses on the three programs in the 15 Local Areas, Rapid Response, and Required Statewide Activities 134(a)(2)(B)) and Statewide Allowable Activities 134(a)(3)). Table N does not include state administrative costs.

**Graph 3** shows expense summary for each category. Expenditures for the 15 Local Areas were \$84.02 millions, of which \$33.9 millions were distributed to Adult Program, \$22.7 millions for Dislocated Workers and \$27.3 millions for the Youth Program. The statewide activities expenditures were \$4.5 millions in Rapid Response Services, \$877 thousand in the State Required Activities and \$5.4 millions in State Allowable Activities.



Rapid Response expenditures include funds allocated to develop special projects under the Incumbent Workers Program through the waiver approved for this purpose and discussed in the Special Projects section of this report. The



expenditures for the state allowable activities include the special projects developed with the Governor's Reserve Funds.

## **SUMMARY OF PERFORMANCE STANDARDS**

The Youth, Adults and Dislocated Workers Programs served 45,923 participants in Program Year (PY) 2007. From these, 15,848 exited the programs representing 35% of the participants. The Adult Program served 14,550 participants and 3,884 exited, while the Dislocated Workers program served 5,033 and 1,604 exited the program. Most of the participants were served by the Youth Program. The Older Youth Program served 3,594 participants and the Younger Youth Program represented the highest amount with 22,746.

During PY 2007, Puerto Rico complied with 16 of the 17 Performance Measures negotiated with the USDOL. In the following section, we present a summary of the results obtained from each one of the negotiated Performance Measures.



For the Adult Program a 77% performance rate was attained for the Entered Employment Rate measure, while the Dislocated Worker Program for the same measure was 89%. The Employment Retention Rate attained 92% for Adults Program and 95% for the Dislocated Workers Program. Earnings Replacement in Six Months measure for the Adult Program was \$6,898 while for Dislocated Workers Program was \$7,740.



The Youth Program performance levels were; for the Entered Employment Rate of the Older Youth Program, 82%, this exceeded the negotiated level of 68%, for the Employment Retention Rate 93% was attained from the negotiated 87%. The Earning Change in Six Months was set at \$3,100 and \$2,640 was attained. The Employment and Credential Rate was negotiated at 70% and 64% was the final performance for the measure.



The Younger Youth Program Skill Attainment Rate was 92%, 88% for the Diploma or Equivalent Attainment Rate and 88% for the Retention Rate for Younger Youth, which was way over the set Standard of 70%.

The Customer Satisfaction Rate for the Workforce Investment Act indicates that the participants and employers of the system in Puerto Rico are very satisfied with the services provided by the Local Areas. The satisfaction rates in PY 2007 were 86.8% for participants and 86.5% for employers.

## **ECONOMIC DEVELOPMENT REGIONS INITIATIVES**

The Commonwealth of Puerto Rico has 78 municipalities with various degrees of autonomy from the central government. A recent trend has been the creation of regional partnerships in different parts of the Island which are beginning to assume a greater role with respect to economic development initiatives. The five economic development initiatives are the following:

- INTECO – Central-Eastern Technological Initiative
- INTENE – Northeast Technological Initiative
- INTENOR – Northern Technological Initiative

- DISUR – Southern Integral Development
- PRTEC – Puerto Rico Techno-Economic Corridor



The Governor signed Executive Orders recognizing these regional initiatives as the model to be followed in decentralizing government. Each initiative operates as a response to economic non-profit corporation with a board of directors composed of town mayors, representatives of the academia and private sector. PRTEC has a different organizational structure since it was created by the Puerto Rico Industrial Development Corporation (government agency). An interesting development is that each region is implementing a plan for assuming control over and facilitating the permit process which has been of a concern for many years. A reflection of the importance of these regional initiatives is that the New Incentive Law (Law # 73 of May 2008) includes the regional initiatives as eligible activities to receive support from the newly created Special Development Fund.



In early 2006, Puerto Rico through a proposal submitted by the Central-Eastern Technological Initiative known by its Spanish acronym as INTECO, became a Virtual Workforce Innovation in Regional Economic Development (WIRED) Region and eventually a 2<sup>nd</sup> Generation WIRED region. This strategy launched by the U.S. Department of Labor – Employment Training Administration (DOL/ETA) allows regions to be more responsive and address a changing and competitive global labor market by the WIRED region developing systems that would take advantage of their size and scope. Successful regional workforce development systems must be demand-driven with job training and educational services aligned with the region’s labor market needs, both present and future.

As INTECO is a 2<sup>nd</sup> Generation WIRED Region is a role model for the other regional initiatives. As the main economic development promoter for the East Central Region of Puerto Rico, INTECO has developed a comprehensive regional socioeconomic plan. The plan delineates the development of the Region based on its economic assets as well as the potential opportunities within its reach. The plan follows a set of strategic principles that look to the market as the main tool for development, treats technological innovation as the principal thrust of change, recognizes collaboration between sectors as indispensable to development, sees human talent as the region's most important asset, and defines INTECO as the hub of collaborative alliances in the region. The regional plan is an important step in bringing the academic, private and public sector together under a common agenda of competitiveness.

The plan focuses its strategies on the following sectors: advanced manufacturing (including life sciences), traditional manufacturing, education, tourism, advanced services, agricultural technology, infrastructure and construction.

The Puerto Rico Department of Labor and Human Resources is the WIRED grantee and the HRODC is the fiscal agent for INTECO and the funds awarded were for the amount of \$3,006,500. For PY 2007, USDOL approved INTECO Strategic Plan which allowed them to start utilizing these funds. The expenditure accumulated by INTECO as of June 30, 2008 was for the amount of \$597,177 which is the equivalent to 19% of the funds allocated for this stage of the WIRED implementation.

Public Policy is currently being developed by the HRODC to require and provide incentive to Local Areas to develop regional economic planning. The policy is under discussion.

## RAPID RESPONSE SERVICES

As well as in the United States, the Commonwealth of Puerto Rico is confronting a reduction in economic activities which has provoked a cost of living increase due to the direct effect of inflation. This situation has directly affected the industrial and commercial sectors and indirectly the community based and faith based organizations. Higher costs in production and the need to remain competitive have driven employers to adopt different strategies, for example, restructuring processes, file for bankruptcy, consolidate operations, downsize in order to reduce operational cost and in the worst case scenario, move their



operations overseas, where they are offered cheaper labor, have less environmental restrictions and no federal and state controls. With regards to this panorama which the U.S. and Puerto Rico economies are facing, it is evident the importance of the Rapid Response Services.

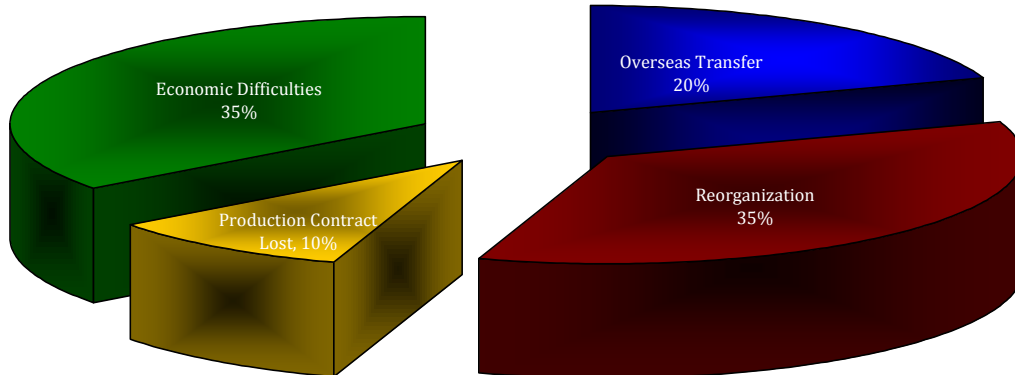


The State Dislocated Workers and Employers Unit (SDWEU) was established to comply with the dislocated workers program requirements as established in 20 CFR, part 652, Subpart B- Allowable and Required Activities of the Workforce (A) and (3) of the Workforce Investment Act (WIA), Subpart C-Rapid Response Activities and Section 134(a) (1) (2).

During the PY 2007-08, the SDWEU provided Rapid Response Services to 51 employers reporting mass layoffs or closings, directly affecting 6,339 workers. Through the different services provided, 1,256 dislocated workers were placed in new jobs, received training, and established their own business or retired. Another 5,083 are currently receiving various types of reemployment services.

As shown in **Graph 4**, the main reasons for the downsizing and the layoffs are: 35% with economic difficulties, 35% are reorganizing their operations, 10% have lost their production contract and 20% have moved their operations overseas.

Graph 4  
**RAPID RESPONSE SERVICES  
BY DISPLACEMENT REASONS**



A strategy implemented by the Commonwealth of Puerto Rico to employ dislocated workers was to hold Job Fairs throughout the Island. Using the concept “Empléate” (Get Hired), 25 Job Fairs were held in different towns in Puerto Rico. Services were provided to 7,753 workers with 60,236 job offer opportunities, 8,653 job referrals, 2,885 resume were prepared. The SDWEU continues to provide follow-up services to the participants of these fairs and to laid off workers in order to place them in well paid jobs.



## **GOVERNOR RESERVE FUNDS AND INCUMBENT WORKERS INNOVATIVE PROJECTS**

The economic situation facing the United States and Puerto Rico requires aggressive strategies to support the Island's economy and at same time provide better jobs and more trained workers to face present challenges. In this time of a tight economy, WIA funding is recognized for its importance and capacity to tend to the needs of employers, dislocated workers, adults and incumbent workers. The Governor's statewide reserve funds and Rapid Response, through the waivers approved by USDOL-ETA, allowed Puerto Rico to develop projects to

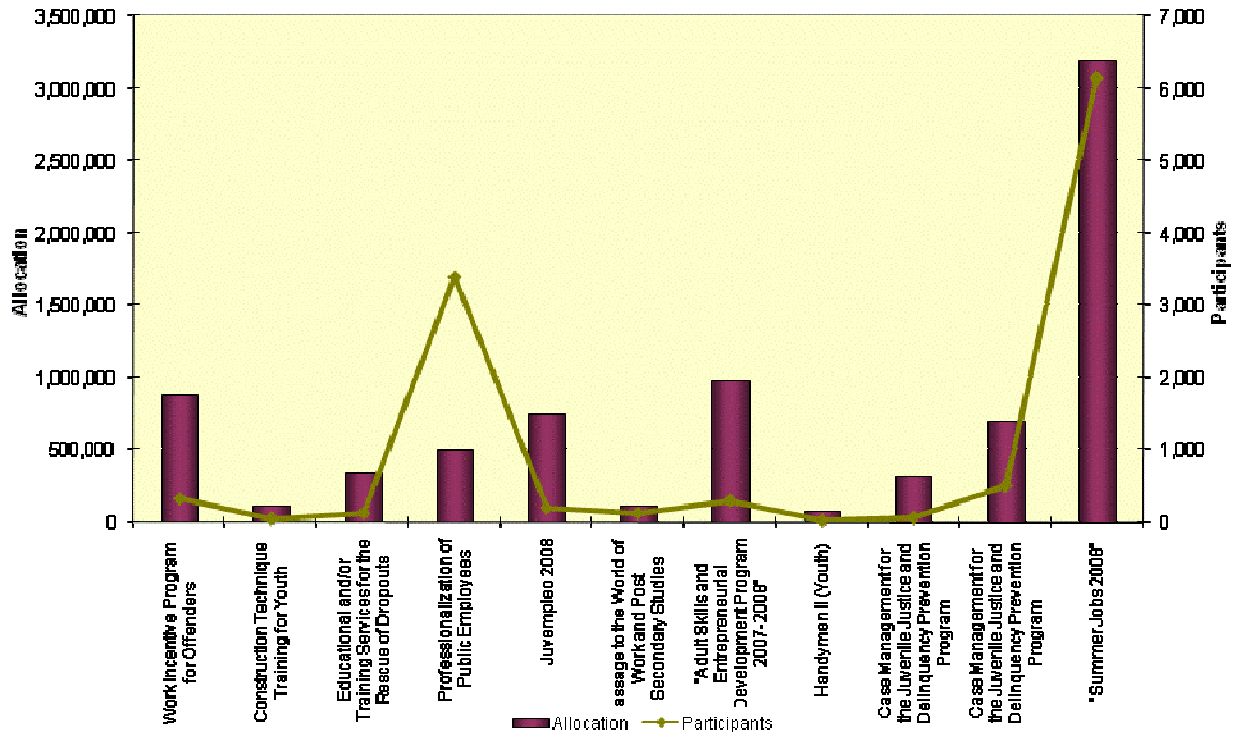


serve the WIA clientele. These funds have made possible to promote the delivery of services to the hard to serve population such as dropouts, offenders and residents of special communities. Community and faith-based organizations have been incorporated to actively participate in the delivery of services. The results have been very positive for the participants and the WIA system.

For PY 2007-08, incumbent workers trainings continued to be a priority for Puerto Rico. The creation of the Incumbent Workers Training Program through the approved waiver allowed Puerto Rico to be proactive by providing training to incumbent workers that would upgrade their skills according to the continuous and increasing demands from the private sector. Training needs increases by the constant changes in manufacturing technologies and development of new products, requiring upgrading of skills of employees in both, production and its corresponding control systems. Priority has been given to job retention especially in the high growth high demand industries, such as the manufacturing of electronic and medical devices and food products. These same industries have identified their training needs and through Rapid Response have been able to increase their worker's competitiveness. As a result, we have achieved the retention of companies that were potentially leaving the Island, introduced new

products to the production lines and increased the salaries and upgraded the skills of the trained workers leading to promotions in their jobs.

**Graph 5**  
GOVERNOR STATEWIDE RESERVE FUNDS DEVELOPED PROJECTS 2007

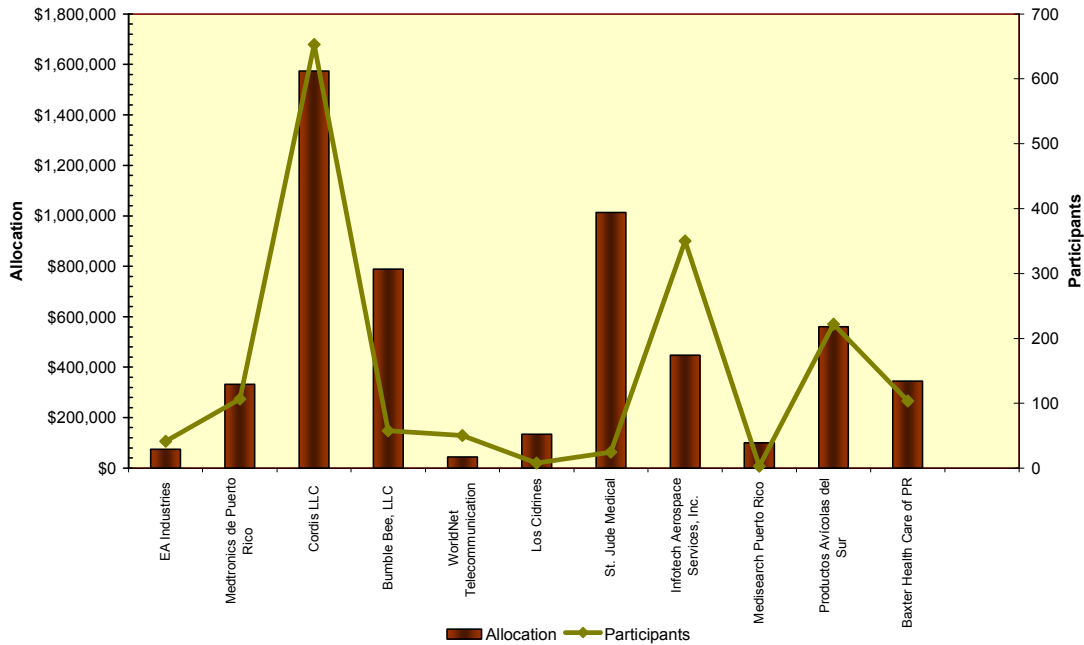


In PY 2007-08, \$12.1 millions were invested in innovative projects. Of these funds \$7.9 million were from statewide reserve and the other \$4.1 from the Incumbent Workers Training Program. Priority target groups were the hard to serve participants, especially dropout youth and incumbent workers. **Graph 5** shows the statewide reserve funds projects which highlighted youth projects where priority was given to dropouts. In these, the integration of the community and faith-based organizations was effective in the delivery of services.

Meanwhile, **Graph 6** shows the incumbent workers projects. Manufacturing was one of the industries most affected and because of this, priority was given to train workers from this sector in order to increase their competitiveness and retain the industry in the Island.



Graph 6  
INCUMBENT WORKERS PROJECTS 2007-08



## Incumbent Workers Projects

For PY 2007- 2008, we invested \$4,019 691 funds in industries to retain and upgrade the skills of workers. Some of the projects that should be mentioned are:

- **Customized Training for the Employees of Schering-Plough Products, LLC.** A customized training program was developed to train 13 highly



specialized employees in 16 specialized training courses to enhance their capabilities and increase their competitiveness. Since January of 2007, the plant had started to expand its facilities with an investment of \$18 million due to the introduction of 4 additional products. The WIA funding for the 16 training courses was of \$98,465. These workers, would train the person in the production line through the process of Train the Trainer.

- **Lean Six Sigma Training for the Employees of Medtronic of PR.** - OJT



was provided in Lean Manufacturing to 124 incumbent workers to increase their competitiveness. Medtronic is a pharmaceutical plant that produces medical devices which provides solutions to prolong the life expectancy of persons with chronic illnesses. They have

five (5) plants in Puerto Rico with a total of 2,158 regular employees and 244 temps and has invested over \$5,000,000 to maintain themselves with up-to-date advance technology. The total amount of funds requested was \$274,707.

- **St. Jude Medical.** - This company manufactures and distributes medical devices in the global market to treat heart conditions. In their Puerto Rico plant, they manufacture mechanical valves, pacing leads and pace makers, and other devices. A total of 122 participants completed their training and 100% were retained. More than 65% have been promoted to higher positions.
- **Infotech Aerospace Services, Inc.** - This company is a leader in USA in aerospace industry. This project supports the Presidents Aerospace Industry Development Plan, it provides training to prepare 174 engineers for the design and technical drawing of airplane turbines. These participants are enrolled in various courses simultaneously.
- **Baxter Health Care of PR** - This company manufactures medical devices. - An OJT activity was provided to 137 employees on new technologies and production lines, to strengthen the company in the global market. All of the employees received salary raises and some were promoted to supervisory positions.
- **Los Cidrines Pastry Factory** – This project is geared to provide a Customized Training on “Lean Manufacturing” to 49 participants.

- **Bumble Bee, LLC.** - A total 307 employees of this food manufacturing company have participated in a Customized Training on “Lean Manufacturing”, occupational health, and food handling.
- **Worldnet Telecommunications, Inc.** - A Customized Training on new and highly sophisticated communications technologies is being provided to 17 participants.

### **Significant Governor Reserve Fund Projects**

For PY 2007- 2008, we invested \$2,364,337 funds in statewide projects developed to adults and dislocated workers. Samples of these projects are:

- **"Adult Skills and Entrepreneurial Development Program 2007-2008"**- This training target's to unemployed adults over 18 years of age to assist them to identify, plan and establish their own business. If they are unable to establish their business, they are helped to obtain non subsidized employment. From January to June 2008, 136 have completed the training, 85 have developed their business plans and 5 have been placed in employment.
- **Professionalization of Public Employees** - This Project is developed with the Office of Human Resources of the Commonwealth of Puerto Rico to train public employees to adapt them to new organizational approaches of the government in order to maximize their potential and enhance their effectiveness. A total of 2,552 public employees updated their skills.
- **Work Incentive Program for Offenders** – This Project developed with the Department of Corrections and Rehabilitation, provided training and employment services to 323 inmates participants to prepare them to reentry the labor market and the free society. This is a hard to serve clientele and a priority.

## Significant Youth Projects

For PY 2007- 2008, we invested \$5,608,915 funds in statewide projects for youth. Some of these projects are:

- ***Educational and/or Training Services for the Rescue of Dropouts- Faith Based Organization Polytechnic Amigó, Inc. 2007-2008.***



This Project was awarded \$342,000.00. It served 120 dropouts by offering services such as tutoring, training skills in studying and education for completing high school and occupational skills training. During PY 2007, the Program offered 180 hours of tutoring in the areas of math, Spanish, English, science and social studies and 300 hours of vocational workshops in the areas of electronics, barber, computer reparation and assembly and data entry. In addition, individualized services were provided by a team of professionals specialized in human conduct, such as case managers, social workers, psychologists and spiritual counselors. Of the 120 youth enrolled in the program, 85% completed their program and 65% obtained their diplomas. Twenty per cent (20%) obtained the necessary grade in the pre-test and were candidates to take the placement exams and GED. Sixty five (65%) per cent of the rest of the participants reentered accredited educational institutions.

- ***Juvenile 2008*** – The Office of Youth Affairs developed this Project with the funds from the Governor’s Statewide Reserve funds. In this Project, university students in their last year of their Bachelor studies, or in the process of completing a credential, are offered a work experience in a job related to the field in where they are majoring. In order to develop this project, alliances were formed with the private sector, industry, and non-profit organization such as the Puerto Rico Chamber of Commerce, Puerto Rico Industrial Association, Puerto Rico Employer Association, Association of Wholesale Food Importers, and others. These organizations encouraged their

members to open their doors to these youth looking for a rewarding work experience. During PY 2007, 194 university students participated in their first work experience in their field of study.

- ***Passage to the World of Work and Post Secondary Studies: Capacity Building for Youth in Leadership Skills through Voluntary Services***

This Project was developed by the community based organization, Puerto Rico at Risk Youth. In this Project, 120 youth were identified as economically disadvantaged from poor neighborhoods and at risk of becoming dropouts. They were offered workshops in leadership skills utilizing practical and personal experience in developing community projects. Emphasis was given to skills on integrity, responsibility and voluntary services starting with solidarity practices. Through this Project, they became leaders in their schools and helped develop projects in their community and schools. They were able to improve on their personal and social skills, stay in school and proceed with their post secondary studies.

- **"Summer Jobs 2008"** - Right to Employment Administration provided 6,148 youths with summer work experience activities.
- **"Photo-Journalism Workshop 2008"** – Right to Employment Administration enrolled 500 youth for the workshop, to develop and create prevocational communication and technological skills for this industry.
- **Case Management for the Juvenile Justice and Delinquency Prevention Program** – Community base organization, Sendero de la Cruz Counseling Center, assisted 63 participants at risk youth.
- **Handyman II (Youth)** – Office of Juvenile Institutions – with this program we have benefited 11 institutionalized youths in a training program to develop skill for the world of work.

- **Construction Technique Training for Youth** –Specials Communities Office provided construction techniques to 31 participants residing in economically disadvantaged community to establish their cooperative business.

## **DISABILITY NAVIGATOR PROGRAM**

On April of 2007, the USDOL-ETA approved \$529,802 in a grant to fund the Disability Program Navigators (DPNs) in Puerto Rico which started in September of 2007. This initiative aims to assist individuals with disabilities in accessing employment through services by One-Stop Career Centers. The DPN is a joint venture between USDOL and the Social Security Administration and whose primary objective is to increase the One-Stop's ability to enhance the employability of job seekers with disabilities and to add to the number of career advancement opportunities available to this population.

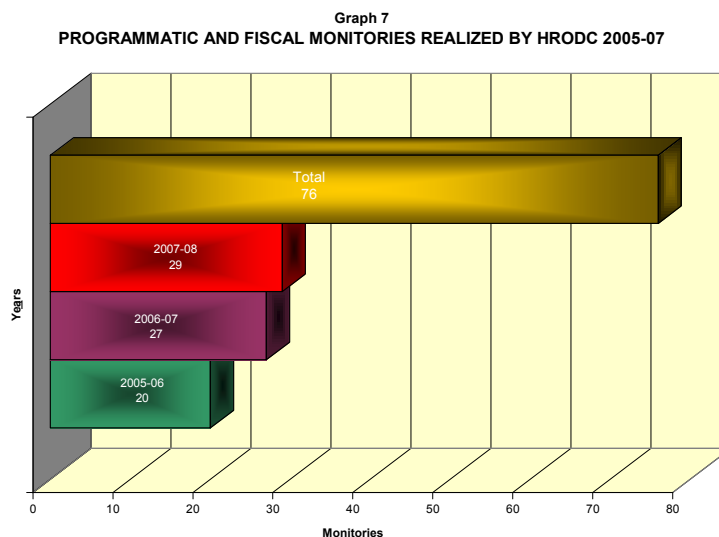
The implementation of the DPN allowed each Local Area to designate a Navigator to work in their One Stop Center. Their main responsibility is to serve as facilitator and system change agents strengthening the capacity of the One Stop Center in order to provide more and better services to jobseekers with disabilities.

With the implementation of the DPN program, the Social Security Administration and the Employment and Training Administration acknowledged the One Stop Centers under WIA as viable models to become Employment Network (EN) under the Ticket to Work Program (TtW). Puerto Rico submitted a proposal to become a statewide EN and incorporate the 15 Local Areas in Program. The TtW is a potential funding source for any entity that provides employment services to Social Security beneficiaries with disabilities. This would allow maximizing services and responding to the needs of the customer with disabilities.

## AUDITS AND MONITORING REPORTS

The Audits and Monitoring Unit is responsible for monitoring grant-supported activities under WIA, including the fifteen (15) Local Areas and State-sponsored activities. The monitoring process included the operational reviews conducted in the fifteen (15) Local Areas, and 14 Special Projects, including: local governance, local boards and one-stop operator roles, Title I structure, delivery of services to adults, displaced workers and youths, non-discrimination and equal opportunity provisions, program performance, eligibility determination, and other areas of compliance.

Administrative and fiscal reviews were conducted in the fifteen (15) Local Areas, and in the 14 Special Projects, including local compliance with the common rule “Uniform Administrative Requirements,” financial administration and reporting, procurement and management of property. Also reviewed were compliance with costs principles (OMB A-87), WIA’s cost limitations, and classification, and Single Audits requirements (OMB A-133). **Graph 7** shows the monitoring visits performed during the years 2005-08.



The administrative and fiscal reviews revealed significant improvement in local controls to ensure that administrative requirements are met.

## **LOCAL AREAS INNOVATIVE PROJECTS AND SUCCESS STORIES**

### **Innovative Projects**

- **Offenders Learning Project** – This Project was developed by the Carolina Local Area (AMOE). Training was provided to 25 offenders in job search by offering skills necessary for obtaining a job.
- **Leadership Club AMOE** – This Project promoted the development of leadership and citizenship skills to 175 youth by offering them lectures by prominent people of the community, workshops on improving one's self esteem, avoiding violence, improving communication skills, acquiring basic self defense skills, budget management, and others. The main goal was to maintain and retain the youth in school.

- **Hydroponics Training** – The Northwest Local WIB, in coordination with One Stop Center, trained 41 participants on hydroponics technique. Hydroponics is an innovative alternative to self-employment and it's a non traditional approach that is revolutionizing the agricultural industry. The purpose was to promote the sustainability and diversification of the agricultural economy. The project was geared to enhance self sufficiency of the participants through the creation of small business in their own house or property. The success of this project was based on the collaboration of several partners. The Agricultural Extension Services of the University of Puerto Rico in Mayagüez provided agronomists to offer the Hydroponics system training. Another partner, the Commerce and Export Company of PR, offered fifty hours of business management training for a better performance and efficiency in business. They also were oriented





in how to obtain the financial and technical assistance they need to establish their own business. The Aguadilla Campus of Metropolitan University provided their classrooms for the training. Participants obtained a license for the use of pesticides awarded by the Agrology Laboratory ascribed to the Agriculture Department of PR, which allowed them to obtain another source of income. The Moca and Añasco municipalities offered the facilities for the practice sessions. The team work resulted in an in-kind benefit of \$297,350 for this project.

- **Community Center Comprehensive Education** – The Bayamón/Comerío Local Area has developed an innovative Project to serve 150 high at risk youths in marginal communities. This Project was developed with the Governor Reserve Fund allocation in conjunction with local funds. Local Area explored, identified and documented the various requirement and needs of their youth living in marginal communities with the goal of promoting positive school retention.



- **Smart Teens in Southeast Local Area** - The Southeast Consortium Local Area developed this Project through a proposal submitted to INTECO, Puerto Rico's WIRED Region, to focus on 36 high school students with the purpose of strengthening and improving their math skills in algebra, arithmetic, geometry, trigonometry and science skills. The students would make use of the shapes, mechanics, electronics, 3D designs and assembly of robots by utilizing marketing standards, Solid Work, Excel, Word Adobe, Photo Shop and Internet. Competitions were held on robots where the students showed their designs.

- **Brushstrokes of Talent (*Pinceladas de Talento*)** – Ponce Local Area Youth Program. The Youth Committee of the Local Workforce Investment Board sponsored an art workshop on sketching and painting for 16 talented youth

from the Ponce High School. This educational alternative promoted learning opportunity and increased positive self esteem which allowed the youth channel their anger and frustration through arts and crafts. It gave them the tools for teamwork development, participated in decision making roles, and acquired a new style of living and development of creativity. In addition, it helped them explore their artistic interest. The students finalized their training with an Exposition entitled Brushstrokes of Talent in the Gallery of the Ponce Townhouse.

### Local Areas Success Stories

- **Adult Literacy and ITA** – A young adult from the Carolina Local Area (AMOE) visited the One Stop Center interested in completing high school. During the interview he indicated that he can't depend on family support to reach his goals. He was offered Adult and literacy education services. Even though transportation was difficult, he used his bicycle to reach the study center. He completed his studies to obtain high school diploma and received a High Achievement Medal for his graduation. He is currently enrolled in a vocational course in refrigeration through an Individual Training Account.

- **Hydroponics Greenhouse Business** – A Northwest adult participant



Northwest Local Area  
Hydroponics Training

participated in the hydroponics training developed by the One Stop and the University of Puerto Rico in Mayagüez. He had the expectation to create a business in order to improve his economic situation. Upon concluding the training, he received a certification of Development of Traditional Domestic Gardens and Hydroponics System. He constructed in his yard a greenhouse and set up a small hydroponics business. He cultivates coriander plants and supplies the coriander demand for

restaurants and small businesses of the area. This participant presented a proposal to the Agricultural Department in order to expand the business of his hydroponics crop and increase his earnings.

- **ITA for an Inmate** - The Southeast Consortium's One Stop Center was visited by a young adult with a electronic bracelet from the Courts and having restricted freedom. He wanted to receive training in the occupation of tool and dye, but it was very difficult for him to attend the training sessions due to his particular situation regarding his restriction. The case manager began the process of requesting permission to obtain authorization from the Correction Department so that the individual could receive a special study permit. The participant received occupational counseling and with the collaboration of the Court's Social Worker and the training institute's occupational counselor, they were able to achieve an agreement to offer a special study schedule that permitted them to comply with the conditions indicated by the Court. The participant showed a genuine commitment with his rehabilitation process and completed his training with honors. He was able to find a job with the private sector applying his newly trained skills and completed his rehabilitation.
- **A Merchant Marine in the Mediterranean** – A university student from Ponce was taking university courses but was not satisfied with his chosen major which led him to abandon his studies. He did not have clearly set goals on what he wanted to achieve in life. Months later he dropped out of college and heard about the services provided by the One Stop Center through the newspaper and various friends. He was interested in the Merchant Marine training offered by the Harry Lundeberg School of Seamanship, in Baltimore, Maryland. He accepted the challenges of leaving Puerto Rico to be trained and through a Individual Training Account (ITA) began studying to become a Merchant Marine. He was one of the best in his class and completed his training, graduating to the Deck Department with honors. He is currently in

active duty on a prestigious ship in route to the Mediterranean and United Arab Emirates.

- **Winning Jockey in the Guaynabo/Toa Baja Local Area** – The Guaynabo/Toa Baja Local Area had a youth participant studying to become a jockey. The youth went to the One Stop Center asking for assistance to cover



Josean Ramirez wins aboard Sir Classic Chris  
Photo Credit: Jerry Dzierwinski  
Page: [//www.laurelpark.com/NewsEvents](http://www.laurelpark.com/NewsEvents)

the cost for materials needed to complete the jockey training course. He stood out being an outstanding student and achieving excellent grades. Once completing his training, he distinguished himself as a top notch jockey. He is currently riding horses in different racetracks in the U.S., especially in Laurel Park, Maryland.

# **Appendixes**

**APPENDIX 1**

**TABLES A-N PERFORMANCE LEVELS**

**PUERTO RICO ANNUAL REPORT 2007**

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

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Completed Surveys	Number of Customers Eligible for The Survey	Number of Customers Included in the Sample	Response Rate
Participants	85%	86.8%	500	1,268	528	95%
Employers	79%	86.5%	500	525	557	90%

**Table B - Adult Program Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82%	77%	2,395
			3,116
Employment Retention Rate	89%	92%	2,797
			3,025
Earnings Change in Six Months	\$6,100	\$6,898	9,201,547
			1,334
Employment And Credential Rate	71%	75%	903
			1,199

**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	78%	135	100%	14	52%	16	61%	91
		173		14		31		148
Employment Retention Rate	92%	136	100%	44	95%	21	92%	93
		148		44		22		101
Average Earnings Rate	\$5,642	378,017	\$5,355	80,329	\$5,123	30,738	\$4,852	150,419
		67		15		6		31
Employment and Credential Rate	72%	41	82%	9	57%	8	72%	18
		57		11		14		25

**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	87%	934	71%	1,461
		1,068		2,048
Employment Retention Rate	93%	1,143	92%	1,654
		1,228		1,797
Average Earnings Rate	\$8,358	5,014,509	\$5,704	4,187,038
		600		734

**Table E - Dislocated Worker Program Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85%	89%	1,149
			1,294
Employment Retention Rate	90%	95%	1,359
			1,438
Earnings Replacement in Six Months	\$6,900	\$7,740	5,139,460
			664
Employment And Credential Rate	72%	79%	343
			434

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

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	88%	7	95%	19	93%	39	86%	62
		8		20		42		72
Employment Retention Rate	92%	11	100%	10	89%	39	96%	74
		12		10		44		77
Average Earnings Rate	\$4,823	14,470	\$6,236	12,472	\$8,473	160,991	\$5,682	85,237
		3		2		19		15
Employment and Credential Rate	100%	4	100%	3	90%	9	71%	34
		4		3		10		48

**Table G - Other Outcome Information for Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	91%	396	88%	753
		434		860
Employment Retention Rate	96%	508	94%	851
		531		907
Average Earnings Rate	\$10,689	2,800,453	\$5,818	2,339,007
		262		402



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

Reported Information	Negotiated Performance Level	Actual Performance Level	
		Placement in Employment or Education	N/A
Attainment of Degree or Certificate	N/A	46%	1,453 3,127
Literacy and Numeracy Gains	N/A	0%	0 1,178

**Table H.2 - Older Youth Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
		Entered Employment Rate	68%
Employment Retention Rate	87%	93%	277 299
Earnings Change in Six Months	\$3,100	\$2,640	10,559 4
Employment And Credential Rate	70%	64%	397 616

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

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Out-of-School Youth	
	Entered Employment Rate	54%	7 13		0 0	100%	2 2	82%
Employment Retention Rate	100%	10 10	100%	4 4	75%	3 4	92%	235 256
Average Earnings Rate		0 0		0 0		0 0	\$2,640	10,559 4
Credential Rate	43%	16 37		0 0	100%	2 2	61%	231 377

**Table J - Younger Youth Results At-A-Glance**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	98%	92%	9,082
			9,834
Diploma or Equivalent Attainment Rate	71%	88%	2,271
			2,594
Retention Rate	79%	88%	2,168
			2,452

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

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	94%	270	90%	9	91%	727
		288		10		797
Youth Diploma or Equivalent Rate	79%	97	88%	7	61%	223
		123		8		365
Retention Rate	85%	121	83%	24	76%	542
		142		29		711

**Table L - Other Reported Information**

Reported Information	12 Month Employment Retention Rate		12 Month Earning Increase (Adults and Older Youth) or 12 Months Earning Replacement (Dislocated Workers)		Placement in Non-traditional Employment		Wages at Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	69%	1,704 2,461	\$4,482	5,615,916 1,253	1%	35 2,395	\$2,602	3,281,704 1,261	69%
Dislocated workers	70%	837 1,197	\$2	4,300,047 1,801,536	1%	14 1,149	\$2,663	1,666,986 626	70%	276 396
Older Youths	100%	125 125	\$2,129	8,516 4	2.5%	6 244	\$2,652	13,262 5		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	19,583	5,488
Total Adult self-service only	481	9
WIA Adult	14,550	3,884
WIA Dislocated Workers	5,033	1,604
Total Youth (14-21)	26,340	10,360
Younger youth (14-18)	22,746	9,407
Older Youth (19-21)	3,594	953
Out-of-School Youth	1,484	1,484
In-School Youth	24,856	8,876

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending	
Local Adults	33,921,909	
Local Dislocated Workers	22,704,221	
Local Youth	27,396,535	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	4,514,862	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	877,792	
Statewide Allowable Activities WIA Section 134(a)(3)	<b>Program Activity Description</b>	5,446,230
	Local Areas	2,273,695
	Dept. of Corrections	262,937
	Sendero de la Cruz	215,241
	AAFET	173,078
	Youth Affairs Office	1,412,345
	OFSA	289,683
	Employers Comitee	72,488
	Politecnico Amigo	300,926
	ORHELA	250,079
	Cumbre Social	14,014
	Sensormatic Electronics	80,155
	Youth at Risk, Inc.	101,589
<b>Total of All Federal Spending Listed Above</b>	<b>94,861,549</b>	

**APPENDIX 2**

**TABLE Q PERFORMANCE LEVELS**

**PUERTO RICO ANNUAL REPORT 2007**

Local Area Name  <b>San Juan</b>	Total Participants Served  833	Adults	368
		Dislocated Workers	108
		Older Youth	60
		Younger Youth	297
ETA Assigned #  72005	Total Exiters  698	Adults	196
		Dislocated Workers	66
		Older Youth	56
		Younger Youth	380
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	89%
	Employers	75%	84%
Entered Employment Rate	Adults	82%	95%
	Dislocated Workers	85%	97%
	Older Youth	68%	100%
Retention Rate	Adults	89%	97%
	Dislocated Workers	90%	100%
	Older Youth	87%	100%
	Younger Youth	79%	95%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$8,499
	Dislocated Workers	\$6,900	\$6,469
	Older Youth	\$3,000	no data
Credential/Diploma Rate	Adults	71%	92%
	Dislocated Workers	72%	94%
	Older Youth	70%	97%
	Younger Youth	69%	93%
Skill Attainment Rate	Younger Youth	95%	93%
Placement in Employment or Education	Youth (14-21)	n/a	53%
Attainment of Degree or Certificate	Youth (14-21)	n/a	48%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	14

Local Area Name  <b>Bayamón/Comerio</b>	Total Participants Served  2,146	Adults	552
		Dislocated Workers	168
		Older Youth	103
		Younger Youth	1,323
ETA Assigned #  72065	Total Exiters  1,483	Adults	347
		Dislocated Workers	50
		Older Youth	54
		Younger Youth	1,032
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	90%
	Employers	79%	82%
Entered Employment Rate	Adults	82%	99%
	Dislocated Workers	85%	95%
	Older Youth	68%	100%
Retention Rate	Adults	89%	100%
	Dislocated Workers	90%	100%
	Older Youth	87%	100%
	Younger Youth	79%	97%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$8,119
	Dislocated Workers	\$6,900	\$12,131
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	76%
	Dislocated Workers	72%	74%
	Older Youth	70%	96%
	Younger Youth	71%	94%
Skill Attainment Rate	Younger Youth	98%	98%
Placement in Employment or Education	Youth (14-21)	n/a	100%
Attainment of Degree or Certificate	Youth (14-21)	n/a	61%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	16

Local Area Name  <b>Ponce Municipality</b>	Total Participants Served  3,072	Adults	592
		Dislocated Workers	253
		Older Youth	303
		Younger Youth	1,924
ETA Assigned #  72055	Total Exiters  457	Adults	135
		Dislocated Workers	53
		Older Youth	8
		Younger Youth	261
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	85%	75%
	Employers	79%	76%
Entered Employment Rate	Adults	73%	80%
	Dislocated Workers	75%	80%
	Older Youth	68%	75%
Retention Rate	Adults	88%	80%
	Dislocated Workers	85%	77%
	Older Youth	87%	93%
	Younger Youth	78%	71%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$6,184
	Dislocated Workers	\$6,900	\$8,000
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	64%	61%
	Dislocated Workers	71%	70%
	Older Youth	70%	88%
	Younger Youth	71%	84%
Skill Attainment Rate	Younger Youth	98%	100%
Placement in Employment or Education	Youth (14-21)	n/a	96%
Attainment of Degree or Certificate	Youth (14-21)	n/a	9%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	8	8

Local Area Name  <b>Caguas/Guayama</b>	Total Participants Served  3,707	Adults	1,179
		Dislocated Workers	1,159
		Older Youth	188
		Younger Youth	1,181
ETA Assigned #  72040	Total Exiters  1,987	Adults	772
		Dislocated Workers	641
		Older Youth	97
		Younger Youth	477
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	85%
	Employers	79%	86%
Entered Employment Rate	Adults	78%	85%
	Dislocated Workers	85%	86%
	Older Youth	68%	72%
Retention Rate	Adults	80%	93%
	Dislocated Workers	89%	95%
	Older Youth	87%	96%
	Younger Youth	79%	82%
Earnings Change/Earnings Replacement in six months	Adults	\$5,586	\$6,809
	Dislocated Workers	\$6,900	\$10,527
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	65%	67%
	Dislocated Workers	72%	73%
	Older Youth	62%	78%
	Younger Youth	71%	81%
Skill Attainment Rate	Younger Youth	98%	100%
Placement in Employment or Education	Youth (14-21)	n/a	90%
Attainment of Degree or Certificate	Youth (14-21)	n/a	34%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	16



Local Area Name  <b>Carolina Municipality</b>	Total Participants Served  1,613	Adults	589
		Dislocated Workers	224
		Older Youth	219
		Younger Youth	581
ETA Assigned #  72045	Total Exiters  344	Adults	171
		Dislocated Workers	84
		Older Youth	23
		Younger Youth	66
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	85%	81%
	Employers	79%	84%
Entered Employment Rate	Adults	82%	93%
	Dislocated Workers	85%	95%
	Older Youth	68%	83%
Retention Rate	Adults	89%	95%
	Dislocated Workers	90%	98%
	Older Youth	87%	100%
	Younger Youth	79%	95%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$6,086
	Dislocated Workers	\$6,900	\$7,371
	Older Youth	\$3,100	\$3,723
Credential/Diploma Rate	Adults	71%	73%
	Dislocated Workers	72%	81%
	Older Youth	70%	90%
	Younger Youth	71%	88%
Skill Attainment Rate	Younger Youth	98%	no data
Placement in Employment or Education	Youth (14-21)	n/a	94%
Attainment of Degree or Certificate	Youth (14-21)	n/a	74%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	14

Local Area Name  <b>North West Consotium</b>	Total Participants Served  4,622	Adults	917
		Dislocated Workers	640
		Older Youth	314
		Younger Youth	2,751
ETA Assigned #  72080	Total Exiters  340	Adults	89
		Dislocated Workers	70
		Older Youth	7
		Younger Youth	174
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	87%
	Employers	79%	90%
Entered Employment Rate	Adults	82%	97%
	Dislocated Workers	85%	99%
	Older Youth	68%	89%
Retention Rate	Adults	88%	97%
	Dislocated Workers	86%	99%
	Older Youth	87%	95%
	Younger Youth	79%	75%
Earnings Change/Earnings Replacement in six months	Adults	\$5,700	\$5,683
	Dislocated Workers	\$5,000	\$5,269
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	93%
	Dislocated Workers	68%	82%
	Older Youth	70%	88%
	Younger Youth	71%	100%
Skill Attainment Rate	Younger Youth	98%	88%
Placement in Employment or Education	Youth (14-21)	n/a	99%
Attainment of Degree or Certificate	Youth (14-21)	n/a	32%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	4	12

Local Area Name  <b>North Central Arecibo</b>	Total Participants Served  2,678	Adults	650
		Dislocated Workers	310
		Older Youth	204
		Younger Youth	1,514
ETA Assigned #  72075	Total Exiters  1,437	Adults	286
		Dislocated Workers	68
		Older Youth	55
		Younger Youth	1,028
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77%	89%
	Employers	79%	85%
Entered Employment Rate	Adults	82%	58%
	Dislocated Workers	77%	66%
	Older Youth	68%	50%
Retention Rate	Adults	83%	84%
	Dislocated Workers	86%	79%
	Older Youth	83%	77%
	Younger Youth	78%	65%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$9,953
	Dislocated Workers	\$5,500	\$4,758
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	71%
	Dislocated Workers	68%	76%
	Older Youth	70%	69%
	Younger Youth	71%	80%
Skill Attainment Rate	Younger Youth	98%	99%
Placement in Employment or Education	Youth (14-21)	n/a	71%
Attainment of Degree or Certificate	Youth (14-21)	n/a	45%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	1	9	7

Local Area Name  <b>North Central Dorado</b>	Total Participants Served  2,418	Adults	610
		Dislocated Workers	153
		Older Youth	233
		Younger Youth	1,422
ETA Assigned #  72070	Total Exiters  611	Adults	125
		Dislocated Workers	19
		Older Youth	11
		Younger Youth	456
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	91%
	Employers	79%	85%
Entered Employment Rate	Adults	82%	80%
	Dislocated Workers	85%	97%
	Older Youth	68%	94%
Retention Rate	Adults	89%	91%
	Dislocated Workers	90%	97%
	Older Youth	87%	87%
	Younger Youth	79%	79%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$6,208
	Dislocated Workers	\$6,000	\$5,954
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	70%
	Dislocated Workers	72%	71%
	Older Youth	65%	95%
	Younger Youth	71%	99%
Skill Attainment Rate	Younger Youth	98%	100%
Placement in Employment or Education	Youth (14-21)	n/a	100%
Attainment of Degree or Certificate	Youth (14-21)	n/a	0%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	5	11

Local Area Name  <b>North East Consortium</b>	Total Participants Served  2,825	Adults	881
		Dislocated Workers	84
		Older Youth	240
		Younger Youth	1,620
ETA Assigned #  72105	Total Exiters  1,476	Adults	461
		Dislocated Workers	40
		Older Youth	138
		Younger Youth	837
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	78%	91%
	Employers	75%	90%
Entered Employment Rate	Adults	77%	98%
	Dislocated Workers	77%	100%
	Older Youth	68%	83%
	Younger Youth	79%	81%
Retention Rate	Adults	89%	94%
	Dislocated Workers	90%	94%
	Older Youth	87%	90%
	Younger Youth	79%	81%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$7,261
	Dislocated Workers	\$6,650	\$5,328
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	65%	73%
	Dislocated Workers	72%	100%
	Older Youth	65%	78%
	Younger Youth	98%	99%
Skill Attainment Rate	Younger Youth	98%	99%
Placement in Employment or Education	Youth (14-21)	n/a	37%
Attainment of Degree or Certificate	Youth (14-21)	n/a	67%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	1	15

Local Area Name  <b>South East Consortium</b>	Total Participants Served  2,981	Adults	760
		Dislocated Workers	517
		Older Youth	252
		Younger Youth	1,452
ETA Assigned #  72100	Total Exiters  1,962	Adults	387
		Dislocated Workers	288
		Older Youth	173
		Younger Youth	1,114
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	85%	90%
	Employers	79%	86%
Entered Employment Rate	Adults	82%	91%
	Dislocated Workers	85%	86%
	Older Youth	60%	61%
Retention Rate	Adults	88%	88%
	Dislocated Workers	87%	92%
	Older Youth	82%	91%
	Younger Youth	79%	80%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$5,710
	Dislocated Workers	\$6,265	\$6,768
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	85%
	Dislocated Workers	72%	86%
	Older Youth	70%	85%
	Younger Youth	71%	72%
Skill Attainment Rate	Younger Youth	98%	98%
Placement in Employment or Education	Youth (14-21)	n/a	86%
Attainment of Degree or Certificate	Youth (14-21)	n/a	25%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	14

Local Area Name  <b>South Central Consortium</b>	Total Participants Served  2,981	Adults	760
		Dislocated Workers	517
		Older Youth	252
		Younger Youth	1,452
ETA Assigned #  72095	Total Exiters  1,962	Adults	387
		Dislocated Workers	288
		Older Youth	173
		Younger Youth	1,114
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	85%	88%
	Employers	79%	83%
Entered Employment Rate	Adults	82%	95%
	Dislocated Workers	85%	99%
	Older Youth	68%	94%
Retention Rate	Adults	87%	97%
	Dislocated Workers	89%	96%
	Older Youth	87%	100%
	Younger Youth	79%	91%
Earnings Change/Earnings Replacement in six months	Adults	\$5,400	\$6,822
	Dislocated Workers	\$5,600	\$5,052
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	74%
	Dislocated Workers	72%	75%
	Older Youth	70%	97%
	Younger Youth	71%	92%
Skill Attainment Rate	Younger Youth	98%	100%
Placement in Employment or Education	Youth (14-21)	n/a	67%
Attainment of Degree or Certificate	Youth (14-21)	n/a	84%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	1	15

Local Area Name  <b>South West Consortium</b>	Total Participants Served  3,800	Adults	758
		Dislocated Workers	274
		Older Youth	351
		Younger Youth	2,417
ETA Assigned #  72090	Total Exiters  998	Adults	151
		Dislocated Workers	62
		Older Youth	129
		Younger Youth	656
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	79%
	Employers	79%	89%
Entered Employment Rate	Adults	82%	86%
	Dislocated Workers	85%	93%
	Older Youth	61%	75%
Retention Rate	Adults	88%	91%
	Dislocated Workers	88%	96%
	Older Youth	87%	94%
	Younger Youth	79%	82%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$5,716
	Dislocated Workers	\$5,900	\$5,126
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	91%
	Dislocated Workers	72%	89%
	Older Youth	70%	93%
	Younger Youth	71%	71%
Skill Attainment Rate	Younger Youth	98%	99%
Placement in Employment or Education	Youth (14-21)	n/a	82%
Attainment of Degree or Certificate	Youth (14-21)	n/a	4%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	4	12



Local Area Name	Total Participants Served	Adults	243
<b>Mayagüez/Las Marías</b>	823	Dislocated Workers	76
		Older Youth	65
		Younger Youth	439
		Total Exitters	
ETA Assigned #	72085	Adults	90
		Dislocated Workers	39
		Older Youth	15
		Younger Youth	279
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	89%
	Employers	79%	92%
Entered Employment Rate	Adults	82%	86%
	Dislocated Workers	85%	90%
	Older Youth	68%	80%
Retention Rate	Adults	89%	90%
	Dislocated Workers	89%	92%
	Older Youth	87%	94%
	Younger Youth	79%	84%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$6,469
	Dislocated Workers	\$5,932	\$6,937
	Older Youth	\$2,723	no data
Credential/Diploma Rate	Adults	71%	83%
	Dislocated Workers	72%	93%
	Older Youth	70%	87%
	Younger Youth	71%	83%
Skill Attainment Rate	Younger Youth	98%	99%
Placement in Employment or Education	Youth (14-21)	n/a	91%
Attainment of Degree or Certificate	Youth (14-21)	n/a	80%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	0	16

Local Area Name  <b>Guaynabo/Toa Baja</b>	Total Participants Served  1,584	Adults	278
		Dislocated Workers	31
		Older Youth	114
		Younger Youth	1,161
ETA Assigned #  72110	Total Exiters  526	Adults	62
		Dislocated Workers	19
		Older Youth	17
		Younger Youth	428
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	85%	77%
	Employers	79%	88%
Entered Employment Rate	Adults	82%	96%
	Dislocated Workers	85%	89%
	Older Youth	67%	83%
Retention Rate	Adults	89%	98%
	Dislocated Workers	90%	100%
	Older Youth	87%	100%
	Younger Youth	74%	92%
Earnings Change/Earnings Replacement in six months	Adults	\$6,100	\$10,348
	Dislocated Workers	\$6,671	no data
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	71%	94%
	Dislocated Workers	72%	100%
	Older Youth	70%	80%
	Younger Youth	71%	73%
Skill Attainment Rate	Younger Youth	94%	100%
Placement in Employment or Education	Youth (14-21)	n/a	94%
Attainment of Degree or Certificate	Youth (14-21)	n/a	97%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	1	14

Local Area Name  <b>Cidra/Villalba</b>	Total Participants Served  3,084	Adults	819
		Dislocated Workers	549
		Older Youth	245
		Younger Youth	1,471
ETA Assigned #  72115	Total Exiters  930	Adults	51
		Dislocated Workers	8
		Older Youth	45
		Younger Youth	826
		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	87%
	Employers	79%	83%
Entered Employment Rate	Adults	82%	98%
	Dislocated Workers	85%	100%
	Older Youth	65%	89%
Retention Rate	Adults	84%	91%
	Dislocated Workers	85%	98%
	Older Youth	87%	100%
	Younger Youth	79%	88%
Earnings Change/Earnings Replacement in six months	Adults	\$5,900	\$10,340
	Dislocated Workers	\$6,530	\$6,460
	Older Youth	\$3,100	no data
Credential/Diploma Rate	Adults	70%	100%
	Dislocated Workers	72%	no data
	Older Youth	67%	56%
	Younger Youth	71%	79%
Skill Attainment Rate	Younger Youth	98%	100%
Placement in Employment or Education	Youth (14-21)	n/a	12%
Attainment of Degree or Certificate	Youth (14-21)	n/a	67%
Literacy or Numeracy Gains	Youth (14-21)	n/a	0%
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	2	14