Workforce Investment Act

— Program Year 2014 Annual Report —

TABLE OF CONTENTS

INTRODUCTION 1

PERFORMANCE MEASURES 2

PERFORMANCE EVALUATION 2

STRATEGIES FOR CONTINUOUS IMPROVEMENT 2

IMPACT OF WAIVERS REQUESTED AND IMPLEMENTED BY MINNESOTA 9

DISLOCATED WORKER PROGRAM 13

YOUTH PROGRAM 20

ADULT PROGRAM 26

VETERANS SERVICES 30

PY 2014 PERFORMANCE RESULTS TABLES (A-Q) 33

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INTRODUCTION

The Minnesota Department of Employment and Economic Development (DEED) is pleased to submit our annual Workforce Investment Act (WIA) report for Program Year 2014. DEED is the state agency in Minnesota responsible for administering U.S. Department of Labor programming covered under WIA. In addition, DEED administers a combination of other workforce development programming, including Vocational Rehabilitation Services, State Services for the Blind, and Unemployment Insurance. The Workforce Development Division (WDD) is the administrative entity in DEED responsible for WIA. This division is comprised of three major program areas: Adult Career Pathways, Youth Services, and Dislocated Worker. The WDD also administers Wagner-Peyser (WP) programs, veterans' employment services, and a broad range of additional state and local workforce development programming.

This report fulfills the WIA Title 1-B, Section 136 (d) requirements to submit to the U.S. Department of Labor (DOL) Secretary an annual report on the performance progress for WIA Title 1-B programs (Adult, Dislocated Worker, and Youth). The report includes:

1. Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
2. Information on the status of state evaluation and improvement activities;
3. Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
4. Information on participants in the workforce investment system (this information is also included in the data performance results portion of the Annual Report, Tables A-Q); and
5. A listing of the waivers for which the state has received approval, information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have affected state and local area performance outcomes directly or indirectly.

The Secretary uses this report to fulfill the requirement to disseminate state-by-state comparisons of the information (WIA section 136(d)(3)(B)). Additionally, report information determines a state's eligibility for incentive grants (WIA section 503) and whether the Secretary will impose sanctions based on performance failure (WIA section 136(g)).

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

- WIA Youth Program
- 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)

Program profiles 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 profile. All state performance results and local performance results are included in Tables A-Q, beginning on page XX.

Last year, Minnesota was one of only three states that achieved all of its federal performance goals. We are very proud of that achievement and recognize the state staff and local partners who have committed to developing what we feel is the most efficient and effective workforce development system in the country.

PERFORMANCE MEASURES

The Workforce Investment Act of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652, list 17 core indicators (i.e. legacy measures) of performance that state and local entities managing the workforce investment system must meet. Since 2004, DOL has been developing a set of common performance measures. This report includes both legacy and common measures.

PERFORMANCE EVALUATION

Performance level is based on the degree to which actual results exceed negotiated levels (i.e., target ratio = actual result/target level * 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-O, beginning on page XX. A summary of performance evaluations are included in program summaries.

STRATEGIES FOR CONTINUOUS IMPROVEMENT

Minnesota has made significant progress in recovering from the recession of 2007-2009. As of July 2015, at 4.0 percent, Minnesota has one of the lowest unemployment rates in the country. The metropolitan area of Minneapolis-St. Paul-Bloomington mirrors this trend with an unemployment rate of 3.7 percent. The economic recovery has not been equitable in the state. There remains a large disparity in the unemployment rate of individuals of color as compared to the statewide unemployment rate. White Minnesotans, as of June 2015, report an unemployment rate of 2.8%, while Hispanic or Latino Minnesotans report unemployment at 3.6%, and Black or African-American Minnesotans report a 15.6% unemployment rate – over five times as high as the rate for white Minnesotans.

In addition, we are focused on addressing long-term unemployment, defined as lasting 27 weeks or more, which also persists.. As of July 2015, 26,000 Minnesotans across the state were considered long-term unemployed: 22.9 percent of all unemployment in Minnesota.

To focus continuous improvement efforts, Minnesota commits to addressing the following five barriers to participation in the workforce:

- Employment disparities (specifically within communities of color);
- Long-term unemployment;
- Youth unemployment;
- Access to networks; and
- Placement into employment at family-sustaining wages.

To address these issues, Minnesota has taken the following steps:

1. Reorganized DEED staff and responsibilities to focus more clearly on the needs of our customers. This strategic realignment articulates program activities into three key programmatic areas: Adult Career Pathways, Youth Services, and Dislocated Workers.
2. Developed increased collaboration between Wagner-Peyser and WIA programming, including cross-training Wagner-Peyser field staff and Rapid Response personnel.
3. Deployed more holistic models of case management and career navigation as we continue to lead the nation in developing Career Pathways programming. We will also continue to broaden statewide partnerships with Adult Basic Education (ABE) and Minnesota State Colleges and Universities System (MnSCU). These partnerships allow us to braid funding and support the development of a more comprehensive approach to integrate developmental education with skills training, resulting in placement of individuals into long-term unsubsidized employment.
4. Partnering more assertively with the state Department of Human Services (DHS), we will work to leverage funds to support workers with the greatest barriers to employment. Collaboration between two key state agencies responsible for WIA and Temporary Assistance to Needy Families (TANF) is growing, with the majority of Minnesota's WorkForce Centers (WFCs) planning collaborative funding in WFC services and in the sponsorship and development of the Career Pathways program methodology.

Strategic planning efforts are underway which involve the Governor's Workforce Development Council (Minnesota's Statewide Workforce Investment Board), anticipating the new requirements included in the Workforce Innovation and Opportunity Act (WIOA), state legislative initiatives, and various public policy initiatives concerned with the quality of the state workforce.

Additional specific strategies, as outlined in our WIA Unified Plan for 2012 – 2017 include:

- Increase credential, degree, and certificate attainment by participants in the public workforce system.
  - Support credit for prior learning and experience gained while working. Specific efforts have focused on veterans' military experience and education. This may also include licensure and certification for the civilian workforce, with increased emphasis on recognizing credit for knowledge acquired while enlisted.
  - Support and promote post-secondary education developing alternative approaches to degree or certificate attainment, such as credit for prior learning;
  - Support and develop the recognition of credentials earned in other countries.
- Improve effectiveness of programs by enhancing jobseeker competitiveness through career pathways programming, increased focus on employer training and skill needs, and targeted connections for job seekers with growing sections of the economy.
  - Revisit existing outcome measures of programs demonstrating return on investment and analyze these data to identify more effective processes and practices;
  - Deploy an online self-assessment tool that enables job seekers to understand their job seeking skill gaps, enabling them to seek out appropriate levels of support and service for successfully returning to work;
  - Support new approaches that more directly tie the talent needs of employers with job seekers through training, matching skill sets, and the use of social media such as talent communities or talent circles.
- Expand public-private partnerships to provide education, skills, and work experience for youth.
  - Increase the availability of youth funding by partnering with private foundations to leverage new resources, such as the Corporation for National & Community Service's Social Innovation Funds;
  - Coordinate with educational programs to increase opportunities for work-based learning and related career pathway exploration;

- Expand employment and training opportunities to out-of-school and other "opportunity youth" who are underrepresented in Minnesota's workforce.

- Increase alignment of WIA programming with veterans' employment services to maximize collaborations and build opportunities for service members as they return from deployment and as the anticipated reduction in force begins to affect active duty service members.
  - Develop and support new on-the-job training opportunities.
  - Support existing apprenticeship programs and seek out employers interested in providing opportunities for apprenticeship.
  - Seek opportunities for co-enrollment where on-the-job training and classroom training can assist veterans in improving and expanding reemployment prospects.

As part of DEED's statewide evaluation activities, the agency included workforce development questions in the 2014 University of Minnesota Omnibus State Survey. This assessment is a survey of a randomly selected set of statewide Minnesota residents. The questions focused around general public knowledge of WorkForce Centers (WFC) and WFC services. 805 Minnesotans responded to these questions. Three-quarters of respondents had heard of a Minnesota WFC, while just over a third (36%) had visited one. The survey also asked questions about WFC infrastructure. It asked whether respondents would prefer to receive job search help online or to visit a physical location; 61 percent would rather visit a physical location, while 35 percent would rather get help online. Interestingly, when the respondents are broken down by age, a majority of respondents in all age brackets under the age of 45 (18-24, 25-34, and 35-44) would prefer to get help online. The survey also asked residents what type of physical locations respondents would be most likely to visit to receive job search help. The strongest responses listed the WorkForce Center (39%), the local library (26%), or a community-based organization (12%). A strong majority (69%) would be willing to travel 30 minutes or less to access a WFC; only six percent would be willing to travel over an hour. Ninety-one percent of Minnesotans would be most likely to travel to a WFC by driving; only five percent would be most likely to use public transit. This valuable information will help guide DEED's decisions as we seek to improve WFC services.

Minnesota strives to continually improve our system and services, ensuring that we are accountable for the investments and responsive to job seeker and business needs. We are committed to capitalizing on the requirements and opportunities associated with WIOA.

OTHER RELATED STRATEGIES

- DEED is committed to demonstrating our strategic priorities focusing on career pathways through statewide partnerships including engagement with employers, educational partners, state TANF administering agencies, adult basic education providers, and other organizations involved in increasing the service and success levels for jobseekers statewide. This approach has evolved from previously submitting various grant proposals relevant to this approach to embed this service as a part of our strategic planning initiatives. It is now recognized as a deeply engrained methodology that emphasizes the effectiveness of case management approaches as a fundamental necessity in fully addressing individual employment needs.
- DEED will continue to develop and deploy online tools that assist universal customers in understanding their preparedness for job-seeking, identifying skill gaps, exploring careers and considering training opportunities. There is also broad system support to look at ways to coordinate and share resources with other community-based initiatives to ensure that all available funds and resources are leveraged in these efforts.
- DEED is engaged in an initiative to rebrand and market the WorkForce Center system. DEED plans to develop a unified brand that is up-to-date and allows for sub-branding by region and for WFC partners. This brand and all sub-brands would be linked to a workforce system application for seamless communication for customers and stakeholders. Based on a branding initiative developed in Florida, over the past several months, DEED completed statewide surveys of job seekers, workforce partners, and businesses, and conducted 14 in-person focus groups of job seekers, workforce partners, and businesses throughout the state. Efforts included hiring a marketing consultant

to convene the focus groups and analyze the information, and the development of a marketing plan and logo/brand identification. DEED is also continuing the research on this project with support from the Minnesota Job Skills Partnership Board in order to complete a statewide naming and logo survey for the development of an implementation plan. The Minnesota Job Skills Partnership Board evaluates grant applications for Minnesota Job Skills Partnership (MJSP) training programs, supporting training-related costs of businesses and educational institutions working to meet current and future workforce needs. The MJSP Board is a critical partner in this rebranding initiative.

- DEED staff across the state have been able to access real-time employment data through the application of Wanted Analytics. Wanted Analytics collects data by using Internet bots to "spider" job boards, "crawling" the web and collecting information from online newspaper ads, government job boards, and corporate job boards. The application can find and filter job postings by location, educational requirements, and work experience, identifying in-demand occupations, employers who are doing significant hiring, and the certifications and skills that are valuable to those employers. Wanted Analytics has enabled DEED's labor market information staff to identify in-demand jobs (as evidenced by current job ads) that require a certain level of credentialing (e.g. certification or licensure). WorkForce Center staff use Wanted Analytics to determine the in-demand credentials that their customers need to achieve successful employment outcomes.
- DEED strategically and aggressively seeks additional resources in coordination with the Minnesota Workforce Council Association (MWCA, which represents the cooperative efforts of the local workforce development system across the state) and other partners including DHS, the state Department of Labor and Industry (DLI), and MNSCU. DEED also partners with foundations where opportunities arise. A new working committee of the MWCA looks specifically at these opportunities in coordination with DEED. Primary to the decision making process is how the RFP requirements align with state and partner goals. This has served as an effective mechanism for arriving at consensus on size, scope, and partnership engagement for pursuing these funds.
- In September 2014, DEED launched a rewrite of our client management system Workforce One (WF1). WF1 is a web-based client management application used by nearly 2,000 state, city, county, and non-profit employment and training providers to track services to more than 100,000 customers across Minnesota's one-stop network. WF1 was created through a partnership of two Minnesota state agencies – the Department of Human Services (DHS) and DEED. The rewrite yielded a much more efficient, streamlined product. Among its many improvements, the rewrite enhanced connections to other systems such as MinnesotaWorks.net (Minnesota's labor exchange system), Unemployment Insurance, and DHS' public assistance eligibility system (MAXIS), helping case managers make more informed decisions about which services to offer. It also created an online employment plan for WIA programs, overhauled reports to provide more complete and accurate information, and incorporated the ability to braid funding across programs in a much more straightforward way.
- Minnesota received a National Emergency Grant focusing on serving people who are long-term unemployed. This grant will enhance the state's ability to target specialized services to this population. The program will be coordinated with Wagner-Peyser Business Services staff who will recruit business participants, with the Unemployment Insurance system helping to recruit the long term unemployed. In addition, program activities also seek to develop new approaches to on-the-job training that can be linked to industry-based credentials and credit for prior learning.

REGIONAL PLANNING UNDER WIOA

As authorized under WIOA, Minnesota has designated six regions for planning purposes. The process of identifying regions considered factors such as geographical size, population, and workforce of the proposed regions. Minnesota's six regions also align with existing Workforce Service Areas, which will be known as "Local Areas" under WIOA, and Economic Development Regions.

Minnesota's vision for its state plan is a healthy economy, where

all Minnesotans have or are on a path to meaningful employment and a family-sustaining wage, and where all employers are able to fill jobs in demand. Regional planning will enable Minnesota's six regions to collaborate in developing a process to align resources towards fulfilling this vision. Regional planning components include governance and infrastructure – determining the region's organizing principles and oversight process - as well as strategic planning, to understand the region's needs and resources to achieve the state vision.

Regional plans will draw upon analysis of regional labor market information. Each regional plan will illustrate each region's story and strategy for workforce development, enabling local planning efforts to focus around implementation of the strategies. Minnesota planning documents to guide local and regional planning are expected to be available in the fall of 2015.

SMART INVESTMENTS, REAL RESULTS: NET IMPACT REPORT

Collaboration with the Governor's Workforce Development Council (GWDC), Minnesota's state workforce investment board, is a strength of WIA programming in Minnesota. In January 2015, the GWDC published a net impact report (***http://mn.gov/deed/images/Workforce_Development_Net_Impacts.pdf***) to measure the outcomes of Minnesota's workforce program participants compared against a control group of similar non-participants. Treatment and control groups were matched across many important characteristics, such as past employment and earnings, gender, age, race, education, geography, veteran status, and past enrollment in public benefits programs.

The impact on outcomes considered earnings, employment, and the usage of public cash benefits, including the Minnesota Family Investment Program (MFIP), which is the state's welfare reform program, and the Supplemental Nutrition Assistance Program (SNAP). The net impact evaluation methodology was applied to WIA Adult, WIA Dislocated Worker (DW), and also Minnesota's state DW program for two cohort periods: participants who exited during Program Years 2007 and 2009. Results were disaggregated by age (four groupings ranging from 18-64), gender, race (African-American and white), educational attainment, and state geography (the seven-county Twin Cities metropolitan area and Greater Minnesota).

The report found strong positive impacts on earnings and employment likelihood from these programs. Over the medium term (defined as five to eight quarters after program entrance), WIA Adult program participants had earnings approximately 37% higher than they would have if they had not participated in the program. For DW participants, the earnings impact was 31.7% - or $10,349 more in earnings – on average for participants exiting in PY 2007, and 13.2% (or $5,121) for participants exiting in PY 2009. The difference between the two years may be related to the economy; the first cohort exited just as the recession was starting, whereas the second cohort exited as the recession was technically ending.

For employment over the medium term, WIA Adult program participants were approximately 15% more likely to be employed than they would have been if they had not participated in the program. For DW, the impact was 13.3% for the PY 2007 cohort and 8.2% for the PY 2009 cohort.

The programs impacted different populations differently; WIA Adult had larger impacts on employment and earnings for African-American participants than for white participants; the impacts were also larger for men than for women. The DW program showed larger impacts for women than for men. For three of the four cohorts, impacts were greater for participants living in the Twin Cities area than those living in Greater Minnesota.

Although the data from this report does not reflect PY 2014 programming, DEED hopes to expand upon this robust model of analysis in the future.

WAGNER-PEYSER PROGRAM COORDINATION

The Wagner-Peyser program supports Minnesota's 47 WorkForce Centers by funding system-wide services such as public job seeker services, MinnesotaWorks.net, technology and materials used for job searches, classes and seminars for job seekers and businesses, career fairs and other recruiting events, and more. By combining this program with WIA Title 1-B funding, Minnesota's WFC system provided services to over 155,304 job seekers in Program Year 2014. Wagner-Peyser also funds the state's Migrant Seasonal Farmworker Program which connects migrant farmworkers to agricultural jobs during the growing season.

Approximately 20 percent of Minnesota's Wagner-Peyser grant is dedicated to providing direct services to businesses through a team of 28 Business Services Representatives (BSRs) strategically located in WFCs throughout the state. Minnesota has implemented a demand-driven approach by focusing these resources on building relationships with business decision makers, assessing the needs of businesses, and facilitating a coordinated response with DEED staff and partners. All BSR staff have been trained in strategic workforce planning and have been cross-trained with state Dislocated Worker Rapid Response personnel.

In 2014, DEED's Business Services team conducted 10,289 visits to employers statewide, providing recruitment, retention, and other workforce services to those businesses. Minnesota was one of 13 states receiving an Expanding Business Engagement grant from DOL to focus on industry-specific engagement within the healthcare, manufacturing, and construction sectors. This engagement benefits WIA clients by communicating available job leads to program participants.

DEED is also developing its business service team for maximum performance in serving employers. In partnership with the University of Minnesota, DEED developed the Business Services Specialist certificate, a 42-hour curriculum to help BSRs and workforce partners provide workforce solutions and resources to clients and businesses. 36 individuals received this certificate in June 2015. Over two dozen BSRs have also attained the Certified Workforce Development credential, a nationally-recognized credential offered by the National Association of Workforce Professionals. DEED's Business Services is also working to provide workforce planning training to employers, creating a series of workshops to assist employers in planning strategies to address their future workforce needs.

Business Services is partnering with Study Minnesota to educate and engage employers around F-1 Optional Practical Training, a temporary employment authorization for international students enabling them to remain in the country for up to 12 months after completing their educational program to work in their field of study. This authorization may be extended an additional 17 months for students studying in STEM fields. Business Services will be able to build on its strong relationships with Minnesota employers to connect them to the resources of this highly-skilled and educated workforce.

DEED's Business Services also works on outreach and education regarding federal bonding and the federal Work Opportunity Tax Credit. Both programs incentivize employers to hire workers who often face significant barriers to employment, enabling those individuals to work, support themselves, and improve their lives. In 2014, DEED received over 56,000 applications from employers; the program was reauthorized in December 2014 and DEED is in the certification process. And since December 2014, DEED's Business Services has increased the number of federal bonds issued by over 100%.

The Wagner-Peyser program also provides needs assessments and services to both job seekers and businesses. Through Minnesota's Job Service program, staff work closely with the Unemployment Insurance (UI) Reemployment Assistance program to assess and serve UI applicants. Job Service program staff operate most WFC resource areas and provide instructors to conduct job search workshops and to facilitate networking groups for all jobseekers. Workshop topics include skills assessments, career exploration, the job-seeking process, resume writing, interviewing, social media, Internet job search and many more. Staff make exceptional efforts to serve UI claimants, Veterans, migrant and seasonal farmworkers, and individuals living with disabilities.

Wagner-Peyser funds support MinnesotaWorks.net, a web-based labor exchange system that links job seekers and employers with the largest employment database in the state. Other public employment and training programs in Minnesota rely on the program's labor exchange system to help their program-eligible customers find employment.

In calendar year 2014, 783,942 job openings were posted on MinnesotaWorks.net – a 31% increase over the previous year. Job seekers made over 5.6 million searches that year; employers made over 376,000. The site receives over 16,000 searches each day. 22% of job-seeker users that year were people of color; 5% identified as Latino or Hispanic. 68% of jobseekers were unemployed at the time they used the site. 49% had at least a high school diploma and possibly some college; 44% had a college degree or other vocational credential.

MinnesotaWorks.net receives job postings from a variety of industries, most significantly professional, business, and administrative services (65%), education and health services (14%), and trade, transportation, and utilities (7%). It also attracts a variety of business sizes; nearly half (43%) of businesses posting have fewer than 20 employees (13% have less than five employees), while 14% have over 250 employees. Through the aforementioned Business Service Representatives, employers are aware of how to take full advantage of the features of MinnesotaWorks.net.

MINNESOTA PATHWAYS TO PROSPERITY

Minnesota Pathways to Prosperity (P2P) is an innovative strategy that integrates basic skills education, career-specific training, support services, and employment placement and retention to meet the needs of adults. Each local Adult Career Pathways program consists of a series of connected educational and training programs that allow individuals with barriers to employment to advance over time to successively higher levels of education and employment in a given sector, from basic skills education to a postsecondary industry-recognized credential.

Minnesota Pathways to Prosperity programs seek to meet the needs of employers and local economies by addressing local skills gaps. Adult Career Pathway programs (WIA Title 1-B) work as effective talent supply chains for employers in need of skilled labor. These programs also ensure that students have relevant training in high-demand occupations.

CAREER PATHWAYS INITIATIVES

With the passage of the Workforce Innovation and Opportunities Act, the Minnesota Governor's Workforce Development Council (GWDC) has identified Career Pathways as a key priority. To build on the foundational work of the GWDC's 2014 Building Partnerships to Overcome Barriers report and the establishment of the Pathways to Prosperity program, Minnesota has launched a standing committee of the state board called the Career Pathways Partnership.

The purpose of the GWDC Career Pathways Partnership is to establish state leadership and an operational framework to support sector-based Career Pathways:

- Lead Minnesota's Career Pathway system initiative;
- Clarify and establish clear guidelines to create state and regional Career Pathways systems;
- Establish a means to facilitate the use of data to strengthen connections to business to focus on career strategies;
- Identify innovations and opportunities within systems and programs among education and workforce for flexibility at regional levels;
- Align policies and programs;
- Measure system change and performance, and;
- Build and strengthen cross-agency partnerships.

The vision of the Career Pathways Partnership is to create "a healthy economy, where all Minnesotans have or are on a path to meaningful employment and a family-sustaining wage, and where all employers are able to fill jobs in demand."

There are multiple career pathway efforts taking place in Minnesota in which the Career Pathway Partnership will provide an opportunity for all efforts to come together in alignment to develop and strengthen Minnesota's career pathway system.

CUSTOMER SATISFACTION

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

The following questions are based on a scale of 1 (lowest or least satisfied) to 10 (highest or most satisfied), which we average and generate to a single number, the actual MnCSI, which falls on a scale of 0 to 100.

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

A score of 70 translates to an average customer response of "7" to two of the three questions, and an "8" on the third. Minnesota uses this methodology because it provides a figure comprised of responses to at least two questions about the same idea, therefore producing a more reliable response than looking at responses to a single question.

During calendar year 2014, job seeking customers reported a MnCSI score of 77.4, exceeding Minnesota's negotiated performance level of 77.0. Employers reported a MnCSI score of 72.6, short of Minnesota's negotiated performance level of 78.0. The completion rates of the job seekers and employers are 57.7 percent and 70.2 percent respectively. For the job seeker survey, 4,626 individuals were eligible for the survey. 936 were included in the sample, with 782 valid contacts, and 540 surveys were completed. 5,140 employers were eligible for the survey, with 1,677 valid contacts, and 1,177 surveys were completed. (See Table A on page X.)

IMPACT OF WAIVERS REQUESTED AND IMPLEMENTED BY MINNESOTA

Dislocated Worker and Adult Program Waivers

Resubmitted in Minnesota's WIA Unified Plan in September of 2012, the following waivers were approved through June 30, 2017.

Waiver 1:

Sliding Employer Reimbursement for Customized Training (WIA Section 101(8)(C))

USDOL granted Minnesota a waiver allowing reimbursement to an employer for more than 50 percent of the cost of customized training to enhance an employee's skills and ability to retain his or her employment with the business. This will also lessen the burden on smaller employers, encourage their participation, and increase the chances that providers will be able to use this important tool toward placing job seekers in permanent, high-skill employment.

Impact of the waiver: Most local areas have yet to implement this waiver, as most customers seek traditional classroom and on-the-job training. Minnesota hopes to explore the potential for using this waiver in conjunction with our Sector Partnership National Emergency Grant.

Advancement of Job-Driven Elements: This waiver would encourage Minnesota to address President Obama's Job-Driven Initiative elements 1, 5, and 7. Customized training allows local providers to work upfront with employers to determine local or regional hiring needs and design programs that are responsive to those needs (element 1), to promote a seamless progression from one educational stepping-stone to another, and across work—based training and education, so an individual's efforts result in progress (element 5), and to create regional collaborations among American Job Centers, educational institutions, labor, and nonprofits (element 7). Facilitating this training while an individual is employed supports that employee as s/he advances in her/his career, and also supports the employer with an upskilled workforce.

Waiver 2:

Sliding Employer Reimbursement for On-the-Job Training (WIA Section 101(31)(B))

USDOL granted Minnesota a waiver allowing reimbursement to an employer providing on-the-job training (OJT) opportunities on a sliding scale fee instead of the previously allowable 50 percent amount. This will lessen the burden on smaller employers, encourage their participation, and increase the chances that providers will be able to use this important tool toward placing job seekers in permanent, high-skill employment.

Impact of the waiver: The few local areas that have implemented this waiver have noted that small employers are more likely to participate in the on-the-job training program as a result of the increased rate of reimbursement. This waiver has forged a critical foundation for what we expect will be groundbreaking work with our Sector Partnerships National Emergency Grant, which emphasizes a more intense integration of work and learning. The waiver will also encourage participation by higher education in agreements that can award credit for prior learning, making it easier for Minnesotans to earn industry-recognized credentials as a result of their participation in WIOA programming.

Advancement of Job-Driven Elements: This waiver encourages Minnesota to address elements 1, 2, 5, and 7 of President Obama's Job Driven Initiative. Customized training allows local providers to work upfront with employers to determine local or regional hiring needs and design programs that are responsive to those needs (element 1); to offer work-based learning opportunities with employers – including on-the-job training, internships, pre-apprenticeships, and Registered Apprenticeships – as training paths to employment (element 2); to promote a seamless progression from one educational stepping-stone to another, and across work-based training and education, so an individual's efforts result in progress (element 5); and to create regional collaborations among American Job Centers, educational institutions, labor, and nonprofits (element 7). Facilitating

this training while an individual is employed supports that employee as s/he advances in her/his career, and also supports the employer with an upskilled workforce.

Waiver 3:

Transfer of DW and Adult Formula Funds (WIA Section 133(b)(4))

USDOL granted Minnesota a waiver that increases the allowable transfer amount between WIA Adult and DW program funding streams allocated to a local area, from 20 percent to 50 percent of formula funds.

Impact of the waiver: The consent to transfer larger amounts of funds allows providers to spend money in areas that demonstrate greater need, enhancing the state's capacity to consistently serve the needs that are unique and specific to local areas. This flexibility also fosters the capacity of providers to maintain high standards of program performance. During PY 2014, no providers requested any transfer of their combined Adult allocation to WIA DW. Five providers requested and received a total transfer of 42.8% percent of their combined DW allocation to WIA Adult ($832,401), allowing them to serve 115 additional individuals and provide additional services to already-enrolled participants. Providers were able to offset the impact to their DW allocations using state DW program funds.

Advancement of Job-Driven Elements: This waiver supports Minnesota in addressing President Obama's Job-Driven Initiative Element 6 by breaking down barriers to accessing job-driven training and hiring for any American who is willing to work, including access to supportive services and relevant guidance. The more flexibility that providers have with their budgets, the fewer barriers they face in supporting customers, which in turn helps to break down the barriers that these individuals face.

Waivers 4 and 5:

DW and Adult Program Local Formula Funds and Rapid Response Funds for Incumbent Worker Training in an effort to avert layoffs (WIA Section 134(a) and 134(a)(1)(A), respectively)

USDOL granted Minnesota waivers to enable the state to allocate a portion of formula and/or Rapid Response funding to incumbent worker training. This allows the state's WIA resources to remain responsive to evolving labor market conditions.

Impact of the waiver: In PY 2014, because these waivers have required evidence of layoff aversion, DEED and local providers have unfortunately been unable to exercise this funding flexibility, offering no impact on service provision in Minnesota. However, with WIOA's more visionary inclusion of incumbent worker training as an allowable DW expense, Minnesota has taken the proactive step of mirroring federal law in its own State DW program statute. We are putting new policy and processes into place and eagerly await federal guidance on appropriate parameters (e.g. measuring performance). Once all elements are finalized, these combined federal and state resources will be a key strategy in serving Minnesotans throughout the full economic cycle.

Advancement of Job-Driven Elements: The layoff aversion requirement has constrained the impact this waiver could have to advance Job-Driven Initiative Elements in Minnesota. However, as WIOA opens the door to enable access to funding for incumbent worker training, Minnesota will be able to advance Job-Driven Initiative Elements 1, 5, and 7. Incumbent worker training will allow local providers to work upfront with employers to determine local or regional hiring needs and design programs that are responsive to those needs (element 1); to promote a seamless progression from one educational stepping-stone to another, and across work—based training and education, so an individual's efforts result in progress (element 5); and to create regional collaborations among American Job Centers, educational institutions, labor, and nonprofits (element 7).

Waiver 6:

Extension to Provisional Training Provider Eligibility (20 CFR 663.530)

USDOL granted Minnesota a waiver allowing the postponement of the determination of subsequent eligibility of training providers and to provide an opportunity for training providers to re-enroll and be considered enrolled as initially eligible providers.

Impact of the waiver: This waiver allowed Minnesota more operational flexibility in the wake of reduced administrative funding for the Governor's Reserve Fund. This added flexibility in turn helped Minnesota's job seekers to obtain credentials and put them to use in post-secondary education as they worked to improve their careers. Minnesota had been granted this waiver through June 30, 2017, but on July 1, 2015, the waiver was retroactively discontinued to June 30, 2015. The unexpected loss of

this waiver will prove challenging to Minnesota as we work to ensure that training providers can achieve or maintain eligibility, without increasing burdens on training providers.

Advancement of Job-Driven Elements: This waiver allowed Minnesota to advance Job-Driven Element 5 by promoting a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress. When providers do not need to worry about updating certification of training providers, they are able to support customers in selecting certified training programs in a more timely fashion, which assists the customer in enrolling and completing training to secure employment. Losing the waiver will add burden to training providers as they work to update and continue certification. It will also prove challenging to Minnesota as we work to maintain an accurate, up-to-date eligible training provider list, which is essential to enable customers to make informed decisions about training and employment.

Waiver 7:

Exemption from including credential attainment outcomes for participants enrolled in on-the-job training in the credential performance measure calculations (20 CFR 666.100)

USDOL granted Minnesota a waiver to exclude on-the-job training (OJT) program participants from the credential attainment measure. DEED continues to report the programmatic outcomes for these individuals, but excludes them from the credential measure.

Impact of the waiver: This waiver encourages use of OJT by removing the barrier imposed by the lack of credential that accompanies completion of an OJT agreement. Over the course of PY 2014, 136 individuals began OJTs in WIA DW, 66 of whom were excluded from the credential measure, indicating that local program providers appreciate this freedom with program performance impacts. The waiver was not quite as popular in WIA Adult; only 13 participants were exempted from the credential measure of the 48 who participated in OJT in PY 2014. The waiver also supports co-enrollment efforts, as Minnesota co-enrolls all Trade Adjustment Assistance (TAA) eligible participants into the Dislocated Worker program. Since a credential is not required with an OJT under TAA law, the OJT credential waiver is necessary to appropriately exclude the Dislocated Worker record from the requirement of an accompanying credential. Based on this experience, we will continue to seek out and develop opportunities to appropriately credential training activities included in on-the-job training programs.

Advancement of Job-Driven Elements: This waiver encourages Minnesota to address elements 1, 2, 5, and 7. Providers have opted to support their customers in on-the-job training more freely when the credentialing requirement is removed. On-the-job training conforms to the Job Driven Initiative by supporting local providers as they work upfront with employers to determine local or regional hiring needs and design programs that are responsive to those needs (element 1); offer work-based learning opportunities with employers – including on-the-job training, internships, pre-apprenticeships, and Registered Apprenticeships – as training paths to employment (element 2); promote a seamless progression from one educational stepping-stone to another, and across work—based training and education, so an individual's efforts result in progress (element 5); and create regional collaborations among American Job Centers, educational institutions, labor, and nonprofits (element 7). Facilitating this training while an individual is employed supports that employee as s/he advances in her/his career, and also supports the employer with an upskilled workforce.

Youth Program Waivers

The State of Minnesota had four waiver requests operating in PY 2014 that impacted youth program operations:

Waiver 1:

Individualized Training Accounts (ITAs)

This waiver allows older, out-of-school youth to take advantage of Individualized Training Accounts without co-enrolling in the WIA Adult Program.

Impact of the waiver: In PY 2014, 113 older, out-of-school youth in seven Minnesota Workforce Service Areas (WSAs) benefited from this service strategy. All WSAs using the waiver in 2014 developed local policies that were approved by the Local Workforce Investment Board/Youth Councils and DEED. We are encouraged to note that the Notice of Proposed Rulemaking (NPRM) for WIOA permits the ITA service strategy under the WIOA Young Adult Program so this waiver will not be required in PY2015.

Advancement of Job-Driven Elements: This waiver encourages Minnesota to advance Job-Driven Initiative Elements 5 and 6 by promoting a seamless progression from one educational stepping stone to another, and across work-based training and education, so individuals' efforts result in progress. The waiver also helps Minnesota break down barriers to accessing job-driven training and hiring for every American – regardless of age – who is willing to work, including access to supportive services and relevant guidance.

Waiver 2:
Procurement of Three WIA Youth Program Elements

This waiver allows the grant recipient/fiscal agent flexibility in procurement of three WIA youth program elements, including the flexibility to provide these services directly: paid and unpaid work experience, supportive services, and follow-up services.

Impact of Waiver: Out of Minnesota's 16 Workforce Service Areas (WSAs), 11 have incorporated this waiver into their operations to allow increasingly limited resources to be directed towards activities and services they would otherwise be unable to fully fund. For example, this waiver allows the grant recipient/fiscal agent to provide the supportive services and follow-up services to participants who have successfully completed their WIA experience. This approach allows the contract service providers to focus their efforts on new, incoming participants without adversely affecting support services and/or follow-up. The waiver also facilitates easy communication and opportunities to co-enroll when applicable, making the most of available resources.

Advancement of Job-Driven Elements: This waiver has allowed Minnesota to advance Job-Driven Initiative Elements 2 and 6 by offering youth work-based learning opportunities with employers – such as on-the-job training, internships, pre-apprenticeships, and Registered Apprenticeships – as training paths to employment. It has also helped break down barriers to accessing job-driven training and hiring for every American who is willing to work, including access to supportive services and relevant guidance.

Waivers 3 and 4:
TANF Summer Youth (Design and Performance)

These waivers complement each other, allowing local service providers the flexibility to serve primarily teen parents and youth from communities of color who are also participants in Minnesota's TANF program (known as the Minnesota Family Investment Program, or MFIP). The program design waiver allows WIA service providers to offer work experience opportunities for these youth that do not duplicate services (such as assessments, development of service strategies, etc.) that have already been accomplished by the MFIP counselor or social worker. The performance waiver recognizes the work readiness indicator (originally introduced under American Recovery and Reinvestment Act of 2009) as the only required performance outcome for these participants.

Impact of Waivers: A total of eleven youth were served under the two waivers in PY2014; of the eleven, Minnesota youth service providers chose to continue nine of these youth in WIA beyond the end of the TANF project. Minnesota will submit a request to DOL to renew the waiver regarding the indicators of performance for the state's 2015-17 TANF Summer Youth project.

Advancement of Job-Driven Elements: This waiver has allowed Minnesota to advance Job-Driven Initiative Elements 2 and 6 by offering youth work-based learning opportunities with employers – including on-the-job training, internships, pre-apprenticeships, and Registered Apprenticeships – as training paths to employment. It has also broken down barriers to accessing job-driven training and hiring for every American who is willing to work, including access to supportive services and relevant guidance.

DISLOCATED WORKER PROGRAM

Program Year 2014 (July 1, 2014 – June 30, 2015) brought challenges and opportunities for the Dislocated Worker (DW) program in Minnesota. One of the persistent principal challenges is a high number of long-term unemployed program participants.

In an effort to continually improve services to jobseekers, the DW program in Minnesota sought to maintain high levels of performance through collaboration with other programs, utilization of labor market information, and streamlining enrollment of participants in employer-coordinated training, such as On-the-Job Training (OJT).

INDIVIDUALS SERVED DURING PY 2014

In PY 2014, the federally funded DW program served 3,798 individuals, a decrease of 742 individuals as compared to PY 2013, when providers served 4,540 individuals. Minnesota expended $5,946,945 in serving these customers during PY 2014.

STATE-FUNDED DISLOCATED WORKER PROGRAM

Minnesota is one of the few states that offer a state-funded DW program in addition to the WIA DW program. The state Workforce Development Fund, sourced by a nominal fee imposed on employers (0.10% on all taxable wages, which are defined in Minnesota as wages paid to an employee, up to 60% of the state's average annual wage) pays for the state DW program.

The state program served 10,431 individuals in PY 2014, making its enrollment well over twice the size of the WIA-funded DW program.

TABLE 1: WIA Dislocated Worker Program Overview for PY 2014

Program	Customers Served	Program Funding Expended
WIA Dislocated Worker	3,798	$5,946,945
National Emergency Grants	542	$1,012,036
Total Unique Customers	13,610	$6,958,981

PROGRAM PARTICIPANTS

The DW program helps customers return to work after a layoff or other challenging life circumstance. To be eligible for the DW program, an individual must typically be eligible for Unemployment Insurance (UI). Seasonal workers, however, are eligible for UI in Minnesota, but are not eligible for the DW program.

The groups who can access services through the DW program in Minnesota are:

- Workers who have been laid off through no fault of their own;
- Self-employed individuals who lost their jobs due to economic conditions;
- Displaced homemakers;
- Individuals who have been unemployed for at least 26 weeks (long-term unemployed); and
- Veterans.

ENROLLMENT DEMOGRAPHICS

Age: Individuals aged 40 to 54 years comprise 47 percent of the WIA DW customer population, the largest age group of any other cohort. This age demographic is expected for a program where a majority of participants are workers who have lost their job through no fault of their own.

Race: The racial makeup of DW program participants mirrors that of Minnesota as a whole. A slightly higher proportion of DW program participants identify as African-American than do Minnesotans as a whole, at 8.5 and 5.7 percent respectively. Less than one percent of DW program customers identify with an "other" racial category, compared to 2.3 percent of Minnesotans. For white, American Indian, and Asian groups, the percentages of DW program participants are similar to the proportion of Minnesotans at 86, 1.1, and 3.5 percent, respectively.

Education: Most DW program participants do not hold a higher education degree at enrollment. 58 percent have a high school diploma or equivalent as their highest level of education. 40 percent hold an Associate's degree, a bachelor's degree, or post-graduate education. This level of educational attainment is significantly lower than Minnesotans as a whole. According to Minnesota's Office of Higher Education, 23 percent of working-age (ages 25-64) Minnesotans have a high school diploma or equivalent as their highest level of education. 48 percent hold an Associate's or bachelor's degree or post-graduate education; 71 percent have at least some college or higher.

FOCUSED SOURCES OF FUNDING: NATIONAL EMERGENCY GRANTS

National Emergency Grants (NEGs) are grants awarded to states by US DOL to temporarily expand the service capacity of the DW program by providing funding assistance in response to large, unexpected economic events with significant job loss.

On July 1, 2014 DEED received the Job-Driven (JD) National Emergency Grant to serve 132 long-term unemployed residents in central Minnesota and in Washington County. The JD NEG provided credential trainings and opportunities for apprenticeships and on-the-job training in the manufacturing, healthcare, transportation, and information technology industries.

Official performance is not yet available, although quarterly report data confirmed by the field yields strong NEG outcomes. For Minnesota's JD NEG, two providers have served 15 participants, with 12 enrolled in training, four in on-the-job training, three receiving support services, and four exiters. For Minnesota's Dislocated Worker Training (DWT) NEG, seven providers have served 167 participants, with 117 enrolled in training, 50 in on-the-job training, and 137 exiters (support services were not allowed).

SERVICES OFFERED

The DW program offers a variety of services in Minnesota. These services are housed under four categories: Core, Intensive, Training, and Support.

Core Services	Intensive Services	Training Services	Support Services
WIA program eligibility determination	Comprehensive assessments	Occupational skills	Transportation cost assistance
One-Stop services orientation	Employment plan development	On-the-job training	Family care cost assistance
Basic skills assessments via MinnesotaWorks.net	Counseling and career planning	Apprenticeship training	Health care cost assistance
Workshops for job-seeking skills	Case management	Entrepreneurial support	Housing or rental assistance
Self-service tools, including MinnesotaWorks.net	Short-term pre-vocational services	Literacy and basic adult education	Emergency health or financial assistance
Job search and placement assistance		Job readiness	Personal, financial, or legal counseling
Career counseling		Customized training	

PROGRAM STRUCTURE

Minnesota has 16 Workforce Service Areas, each governed by a local Workforce Investment Board (WIB). Within these 16 WSAs, a network of 48 WorkForce Centers house hundreds of career counselors who deliver core and intensive Dislocated Worker services to customers. These counselors also research and approve any training pursued by a dislocated worker.

In addition to the 16 WSAs, there are 10 WIA-certified, independent Dislocated Worker service providers:

- Arrowhead Economic Opportunity Agency;
- Career Management Services
- CLUES;
- Employment Action Center;
- Goodwill/Easter Seals;
- HIRED;
- Jewish Family and Children's Service;
- Lifetrack
- Lutheran Social Services; and
- Minnesota Teamsters Bureau.

PROVIDING SERVICES: SMALL AND LARGE LAYOFFS

Because the size of a layoff impacts how to best reintegrate workers into the workforce, the DW program responds differently to small and large layoffs. A dislocated worker who is part of a small layoff (fewer than 50 people) independently selects a WorkForce Center or an independent service provider authorized to serve people affected by small layoff event. The customer then meets with a DW program counselor, who guides her/him on a path to reemployment.

A dislocated worker who is part of a large layoff (more than 50 people in fewer than 30 days) will often enter the DW program through a "project". In a project, Minnesota's Rapid Response Team works with the laid-off workers to develop a Selection and Planning Committee that will choose a single provider to serve the full group of workers affected by the layoff.

RAPID RESPONSE

Minnesota's Rapid Response Team is the first responder to large layoffs and a vital component of providing services quickly. This team finds out about layoffs, coordinates with businesses, and lets customers know about the DW program and UI benefits. Upon notification of a layoff, rapid responders meet with the employer to gather information and look for ways to avert job loss. If the layoff moves forward, rapid responders help affected workers learn about benefits and access services.

PERFORMANCE

Minnesota met the target ratio (at least 80 percent of standard) in each of the four performance measures for DW. The state fell just short, however, of exceeding performance in the employment retention rate (Table 2).

TABLE 2: WIA Dislocated Worker Program Performance Outcomes

Performance Measure	PY 2014 Goal	PY 2014 Outcome	PY 2014 Target Ratio[1]
Number of Customers Served		3,798	
Entered Employment	85.0%	87.6%	103.1%
Employment Retention	92.5%	91.3%	98.7%
Average Earnings	$19,100	$21,625	113.2%
Credential and Employment Rate	69.0%	70.9%	102.8%

[1]Target Ratio is defined as the PY 2014 outcome divided by the PY 2014 goal x100.

EFFICIENCY MEASURES

These calculations use program expenditure and performance data found in the back of each year's annual report. Costs have held steady or even reduced in all efficiency measures from PY 2013 to PY 2014. This trend is driven by a significant decrease in the number of individuals exiting or served through the WIA DW program in PY 2014, accompanied by a comparable decrease in program expenditures.

TABLE 3: **Program Efficiency Measures**

Ratio	Calculation	PY 2012	PY 2013	PY 2014
Cost Per Participant Served by Counselor	Program Expenditures/ Participants Served by a Counselor	$1,584	$1,764	$1,566
Cost Per Exiter	Program Expenditures/ Total Program Exiter	$2,757	$3,155	$3,112
Cost Per Entered Employment	Program Expenditures/ Participants Employed in the Exit Quarter	$2,924	$3,534	$3,511
Cost Per Retained Employment	Program Expenditures/ Participants Employed in the Exit and Following Two Quarters	$2,709	$3,617	$3,602
Cost Per Individual Attaining a Credential	Program Expenditures/ Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	$7,076	$12,063	$10,832
Cost Per $1 in Post-Program Earnings (two quarters)	Program Expenditures/ Earnings of Participants Employed in the Exit Quarter	$0.15	$0.20	$0.17

ACCOMPLISHMENTS FROM PY 2014

- **Performance.** WIA Dislocated Worker programming in Minnesota met or exceeded all negotiated performance standards. In addition, Minnesota has leveraged state funding of its independent non-profit network of providers to begin emphasizing performance for Minnesotans from communities of color and Minnesotans who are long-term unemployed. DEED finalized policy via state processes to use state funds specifically as incentives for higher performance in those areas. Since many of the non-profit providers are subcontractors to the Workforce Service Areas that receive WIA/WIOA funds, we believe this cutting-edge practice will have beneficial impacts on federally leveraged dollars as well.

- **Integration.** WIA DW programming in Minnesota enhanced its long-standing tradition of 100 percent co-enrollment with the federal Trade Adjustment Assistance (TAA) program. This program, newly reauthorized by Congress a few months ago, is critical to our agency and system's capacity to provide the very best services to Minnesotans who lose their job for reasons relating to global trade. TAA and DW staff served a key role in the delivery of specific, targeted technical assistance (see next bullet). Another key integration has been the establishment of new outreach capacity on our Rapid Response team to maximize our impact in communities of color, where mass layoffs may have a lower profile and/or more difficulty in accessibility. DEED has devoted two full-time staff to this effort.

- **Field Assistance.** WIA Dislocated Worker programming was an integral part of our statewide technical assistance efforts to career counselors, including our annual statewide Job Seeker Counselor Training. The agenda contained support and learning opportunities for counselors ranging from specific strategies for integrating TAA and DW to improving the intake / service process for persons with disabilities. The Job Seeker Counselor Training included programming from DEED as well as from our partners in the Department of Human Services and programs and counselors involving public assistance. This combination reinforced Minnesota's integrated approach and ensured the maximum amount of peer learning across related programs.

- **Case Management Technology.** WIA DW programming got a major boost to case management capacity with the launch of the rewritten Workforce One system, which ensured modern platform compatibility, superior security standards, and a more intuitive interface that has already helped career counselors enter more timely and accurate information about DW and TAA program customers. The rewrite has also helped our agency with better reporting on overall program performance and identifying possible areas for technical assistance to the field.

- **National Emergency Grants.** Minnesota continued its strong performance in deploying National Emergency Grants and continued to innovate with local partners with new work-based learning models by use of the Dislocated Worker Training NEG and Job-Related Training NEG. This work is foundational to our next steps (below) with the recently awarded Sector Partnerships NEG.

GOALS FOR PY 2015

- **Performance.** As noted in "accomplishments" above, Minnesota has just launched a cutting-edge incentive approach for certain providers that excel at serving Minnesotans from communities of color and those who are long-term unemployed. We intend to continue that work by finding ways to use federal DW dollars to accomplish the same goal, where permissible by law and regulation. One challenge is the lack of federal incentive performance grants in the short run; we hope to connect with DOL to find ways of replacing those funds to achieved our shared goals for priority populations.

- **Integration.** With TAA newly reauthorized, the DW program now once again has a full, well-funded partner in ensuring high-quality services to laid-off Minnesotans. We have already begun a renewed effort to increase petition and case management activity so that we are serving the maximum number and percentage of impacted workers. We will also begin tracking specific key metrics for our new Rapid Response outreach initiative, with preliminary data on their effectiveness available for inclusion in next year's annual report.

- **Field Assistance.** Minnesota will continue its tradition of statewide training at a training event in the spring and through a series of regional visits statewide. We will be sure to integrate our new six-region emphasis in this plan.

- **Case Management Technology.** Together, DW and TAA will contribute to the continued enhancements in our Workforce One case management system, most notably the additional capacity for electronic document storage and a full exploration of options to conduct and/or track appropriate financial transactions.

- **National Emergency Grants.** The recently awarded $5.75M Sector Partnerships NEG is an opportunity for our agency and local partners to deepen our commitment to meaningful credentials, particularly as it relates to on-the-job training and incumbent worker training. We have begun the preliminary planning for this NEG, which will forge a regional implementation strategy that aligns with our state Workforce Investment Board's regional and industry sector emphases.

DISLOCATED WORKER PROGRAM SUCCESS STORIES

Success Story:

Brent and Central Minnesota Job Training Services (WSA 5)

In 2012, Brent was laid off from his manufacturing job, which he had held for over 17 years. He had a GED, but no post-secondary education. Brent attended the Dislocated Worker program at the Monticello WorkForce Center in August 2012 and met with Greg Gapinski, Central Minnesota Jobs and Training Services employment specialist. Because of his years of experience in manufacturing, Brent felt he could excel at and obtain job stability in that field if he had the proper training. Brent was especially interested in learning Computer Numerical Control (CNC) machining.

Brent enrolled in the Workforce Investment Act Dislocated Worker Program for tuition assistance and in the CNC Machining Program at Anoka Technical College. Brent struggled the first few semesters but graduated on December 19, 2014, with nearly a 3.0 grade point average - of which he was very proud!

Brent got a full-time job at Premier Industry in Blaine as a CNC lathe operator. His starting wage was $15.50 an hour, but in less than six months, he was at $20 an hour – equal to his lay-off wage. "I am very proud of and happy about my accomplishments, including graduating from college and my new job," said Brent. "I could not have done all of this without Greg, my counselor, and Central Minnesota Jobs and Training."

Success Story:

Chris and the City of Minneapolis (WSA 10)

"Because of my involvement in the Dislocated Worker program at the Minneapolis WorkForce Center, I was able to successfully transition from the corporate to nonprofit world. In April 2014, I was laid off from a very well paying sales management position at a manufacturing company. I longed for a transition into the nonprofit sector. I didn't know where to start. I went to a required session for those claiming unemployment insurance. I learned I qualified for the Dislocated Worker program. I was assigned an amazing case manager, Laura Kaiser. Over the next few months, Laura walked me through an action-based process on resume / cover letter preparation, interviewing tips, skill set identification, and follow-through techniques. I took pride in my biweekly action steps and re-employment activities.

By September, I secured a part-time position at Clare Housing, a nonprofit serving low-income people living with HIV/AIDS. I was also enrolled in a 14-week Mini MBA in Nonprofit Organizations. I never would have been able to afford this program, and am incredibly grateful that the Dislocated Worker program was able to fully fund my tuition. In December, I was offered a full-time position at Clare Housing as a Community Outreach Coordinator. My sales experience and nonprofit core are blending together well at Clare.

I'm truly grateful to the Dislocated Worker program at the Minneapolis WFC, and indebted to Laura, who was remained positive and driven as we worked together. She and her colleagues made a very challenging time, manageable, hopeful, and successful for this client."

Success Story:

Eric and Washington County (WSA 16)

"The one-on-one advisors and classes that WorkForce Centers offer are amazing and empowering for anyone looking for a job. When someone is looking for a new career opportunity, it can be a very intimidating experience because today's job search world is so much different than in years past. The Woodbury WFC changed all that for me.

I had not searched for employment in over 25 years. That meant brushing up on the most effective way of getting my information to companies looking for people in my career area. Cindy and Linda have developed world-class workshops relevant to anyone needing job search assistance. The classes range from designing an effective resume to a weeklong class called "Boot Camp," where you are immersed in everything you need to know about marketing yourself and identifying your skills and experience to find a new career. The classes provided the direction to get me on track and the knowledge to achieve a productive job search. My counselor, Mark, kept me focused on my goals and how to achieve them. He worked with me month after month to organize my job search. He empowered me to take the lead in the life I was going to rebuild.

These learning opportunities made a world of difference in helping me market my skills. I obtained a new role at an international company in exactly the career path I was seeking through my job search plan, earning $11,000 more than in my previous occupation. I could not be happier about my experience with the Woodbury WFC."

YOUTH SERVICES

YOUTH PROGRAM

Minnesota supports partnerships to leverage resources and opportunities to help young people — the future workforce — attain the skills, knowledge and aptitudes to become productive workers in the 21st century economy.

Minnesota's vision for providing quality services to youth includes:

- Coordination of resources at the state and local level;
- Connecting youth with quality educational and work-based learning opportunities;
- Introducing youth to career pathways and in-demand jobs important to regional economies;
- Performance accountability; and
- Focusing on serving the neediest youth

Minnesota is committed to providing the highest quality programming for Minnesota's youth. That high level of quality increases the participation, satisfaction, and retention of youth participants, which in turn increases the positive impacts the programs have on Minnesota's young people, their families, and their communities. Investments in promoting quality youth workforce development services pay off by reducing future costs of out-of-home placement, public assistance, and the juvenile justice system.

WHO IS TARGETED FOR COMPREHENSIVE SERVICES?

Minnesota's youth unemployment rate was 16.9 percent for all youth in 2014, and double that for youth of color, youth with disabilities, and economically disadvantaged youth. Minnesota's WIA Youth Program served 3,601 youth in PY 2014: 50 percent were out-of-school youth; 49 percent were youth of color; 39 percent had a disability; 31 percent were from families receiving food support (SNAP); many were system-involved youth (10 percent were juvenile offenders and four percent were foster youth); eight percent were homeless youth; and two percent were runaways. Through the leadership of the LWIBs/Youth Councils, Minnesota's WIA Youth Program provides comprehensive services to youth who are experiencing an "opportunity gap".

To be eligible for WIA youth services a youth must be between the ages of 14- 21, low-income and have one or more of the following barriers:

- Deficient in basic skills;
- School dropout;
- Homeless, runaway or foster child;
- Pregnant or parenting;
- Offender; or
- Requiring additional assistance to complete an educational program, or to secure and hold employment

The WIA Youth Program can provide the skills and knowledge to help youth become leaders in their own communities and in the workforce. Youth Councils often include members who are former program participants, providing strong examples of people from low-income backgrounds who rose above overwhelming challenges.

COMMUNITY SOLUTIONS FOR OPPORTUNITY YOUTH

Minnesota's commitment to improving services to the neediest youth is reflected in its Shared Vision for Youth (SVY) vision statement: "By age 25, Minnesota's young people will be ready for the responsibilities and rewards of economic self- sufficiency, health, family and social relationships, community involvement, stable housing and lifelong learning." This vision is supported by an interagency workgroup whose mission is: "State agencies will collaborate to assure that Minnesota's neediest youth acquire the talents, skills, and knowledge necessary to ensure their healthy transition to successful adult roles and responsibilities."

The White House Council for Community Solutions defined youth who are disconnected from both school and jobs as "opportunity youth." Minnesota supports partnerships at the state and regional levels so that a variety of funding sources can be leveraged to address the needs of opportunity youth.

DEED posted a Shared Vision for Youth (SVY) web page to provide the contact information for the state-level interagency workgroup and the capacity of ongoing interagency projects which further the goals of serving "opportunity youth" and achieving successful youth outcomes (see: ***http://mn.gov/deed/programs-services/office-youth-development/index/shared-vision/index.jsp***).

The webpage includes samples of interagency projects underway at the WSA level to improve transition outcomes for all at-risk youth with particular emphasis on:

- Dropouts and potential dropouts;
- Youth aging out of foster care;
- Youth with disabilities; and
- Homeless youth and runaways

PRIVATE SECTOR PROMOTES YOUTH WORKFORCE DEVELOPMENT

Minnesota's successful implementation of the WIA Youth Recovery Act in 2009 provided an opportunity for WSAs/youth service providers to build relationships with new employers, including private sector employers. Local employers play a variety of roles in supporting youth workforce development goals in high-growth occupations, including:

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

The City of Minneapolis (STEP-UP) and the City of St. Paul (Right Track) successfully administer nationally-recognized youth employment models that demonstrate the strong role that the private sector can play in supporting youth workforce development goals in urban settings. Central Minnesota Jobs and Training (CMJTS) also developed a successful private sector internship model (Youth Protégés) in Greater Minnesota.

Minneapolis STEP-UP:
http://www.minneapolismn.gov/cped/metp/cped_stepup

St. Paul Right Track:
http://www.stpaul.gov/index.aspx?nid=5147

CMJTS Youth Protégés:
http://www.cmjts.org/index.php?option=com_content&view=article&id=86&Itemid=119

LOCAL WORKFORCE INVESTMENT BOARDS/YOUTH COUNCILS

Local Workforce Investment Boards/Youth Councils assure that:

- Youth service strategies fit into the overall vision and strategic direction for workforce development established in the region;
- Youth from all backgrounds can connect to work, school, and service;
- Learning environments effectively link education, employment, leadership development, mentorships, introduction to career pathways, and sustained support for at-risk youth;
- Out-of-school youth can reconnect to an educational program where they earn a high school diploma and transition to post-secondary training where they earn recognized credentials;
- The designation and oversight of eligible service providers under WIA;;
- The leveraging of resources to effectively serve youth; and
- The initiation of focus groups to identify youth needs and service gaps.

Minnesota developed a Youth Council Resource Guide, a compilation of best practices that provides a snapshot of cooperative youth partnerships underway in Minnesota's 16 Workforce Service Areas.
See our Youth Council Resource Guide (see: ***http://mn.gov/deed/images/YouthCouncilGuide.pdf***).

PERFORMANCE RESULTS

Minnesota met or exceeded all planned performance goals in PY 2014. Table O includes WSA-level performance data.

TABLE 1: WIA Youth Performance Standards and Outcomes

WIA Youth Program Performance Measure	PY 2014 Goal	PY 2014 Outcome	PY 2014 Target Ratio[1]
Younger Youth Skill Attainment	94.0%	97.3%	103.5%
Younger Youth Diploma/Equivalent	88.0%	87.4%	99.3%
Younger Youth Placement and Retention	84.0%	81.7%	97.2%
Older Youth Entered Employment	78.0%	88.1%	112.9%
Older Youth Retention	88.0%	89.9%	102.2%
Older Youth Wage Gain	$5,500	$5,310	96.5%
Older Youth Credential	58.0%	68.5%	118.1%

[1]State-level goals, as approved by the U.S. Department of Labor.

[2]Target ratio is defined as the PY 2014 result, divided by the PY 2014 goal*100.

COST-EFFECTIVENESS ANALYSIS: WIA YOUTH PROGRAMS

- Total WIA Youth Expenditures: $9,870,342
- Total WIA Benefits: (Wages + Earnings): $13,077,702
- Cost/Benefit Ratio: $1.32 for each $1 of WIA Youth Formula Grant Funds.
- Post-Program Participant Wages: $3,207,960
- Youth Program Earnings Through Participation: $9,301,902

OTHER POSITIVE RESULTS:

- Students remained in school and dropouts returned to school as a result of participation in WIA (approximately 79%).
- Research shows that the number one predictor of future success in the workforce is early exposure to work experience.
- Contextual learning improves students' grades, attendance, and graduation rates.
- Young people who have an opportunity to gain work experience as teens are more likely to stay in school, avoid criminal involvement, gang behavior, drugs, and unwanted pregnancies.

PERFORMANCE ACCOUNTABILITY

DEED's Office of Youth Development completed an analysis of WIA Youth exiters from PY 2004 to PY 2013 and developed a chart that depicts Minnesota's commitment to serving the neediest youth (see: ***http://mn.gov/deed/images/Exiter_Comparison.pdf***).

This chart compares Minnesota service to at-risk youth populations with the national average of service to the same populations under WIA Youth programming. Highlights include:

- 35% of the Minnesotans exiting from youth programs have disabilities; nationally, only 13% of youth exiters have disabilities.
- 11% of Minnesotan youth exiters are offenders, compared to 8% nationally.
- 10% of Minnesotan youth exiters are homeless or runaway youth, compared to 4% nationally.
- 6% of Minnesotan youth exiters are foster youth, compared to 4% nationally.
- 5% of Minnesotan youth exiters are American Indian, compared to 2% nationally.

DEED negotiated youth performance goals with Minnesota WSAs individually as part of the local planning process. DEED considered such factors as local labor market conditions, customer characteristics, and whether the WSA planned to target hard-to-serve youth.

PARTNERSHIPS TO LEVERAGE TANF RESOURCES

DEED, the Department of Human Services, and the Minnesota Workforce Council Association (MWCA) developed a partnership to serve teen parents receiving Minnesota Family Investment Program (MFIP) benefits or in TANF-eligible households.

The 2009 Teen Parent project provided work experience and work readiness training for approximately 300 teen parents enrolled in MFIP. Ninety-two percent of participants developed work readiness skills through this experience.

The 2010 TANF Summer Youth Program leveraged $3.1 million in TANF Emergency Contingency Funds (ECF) to serve nearly 2,300 youth who were teen parents receiving MFIP or members of TANF-eligible households. Ninety-three percent of these youth attained work readiness skills. Fifty-five percent of the wages earned by participants resulted from placements with private sector employers.

In 2011, Minnesota used TANF Innovation funds for a targeted Teen Parent Summer Youth Project in an effort to address disparities in MFIP outcomes, especially the Work Participation Rate (WPR), for African American and American Indian participants. For the period of July 2010 through September 2010, the WPR for all MFIP participants statewide was 41.1 percent. The WPR for white participants was 44 percent, while the rates for African American and American Indian participants were 37.6 percent and 30.7 percent, respectively. The 2011 project served 133 youth, 93 percent of whom demonstrated increased work readiness skills.

The 2012 Teen Parent Project provided paid work experiences to 172 teen parents, ages 14 to 21, who were MFIP benefit recipients. The project served participants with little or no previous work experience from 39 of Minnesota's 87 counties.

The 2014 TANF Innovation Project served 139 participants in the following target groups: 1) teen parents, ages 16 through 24, receiving benefits under the Minnesota Family Investment Program (MFIP); and 2) younger

youth, ages 14 through 18, who are on the grant in MFIP households.

Co-enrollment in the WIA Youth Program and/or the Minnesota Youth Program and the approval of waivers by USDOL/ETA to allow flexibility in program design and performance measures for co-enrolled WIA Youth have contributed to the success of these projects.

For examples of Teen Parent success stories (see: ***http://mn.gov/deed/images/TANF_InnovationProject.pdf***).

MINNESOTA YOUTH AT WORK COMPETITIVE GRANTS

The Minnesota Legislature provided $2.8 million per year for competitively awarded grants for projects to provide summer or year-round work experience and introduction to career pathways for youth ages 14 to 24 who are under-represented in Minnesota's workforce. Special consideration was provided for projects which:

- Include private sector internships and/or work experience in the private sector;
- Provide youth with information about education and training requirements for careers in high-growth, in-demand occupations;
- Serve youth from communities of color who are under-represented in the workforce; and
- Serve youth with disabilities

For more information on the Minnesota Youth at Work Competitive Grants (see: ***http://www.mn.gov/deed/programs-services/office-youth-development/index/grants/index.jsp***)

MINNESOTA YOUTH PROGRAM – WIA YOUTH CO-ENROLLMENT OPTION

A $3.5 million per year investment in the Minnesota Youth Program (MYP) results in services to an additional 3,000 at-risk youth each year through work experience/ experiential learning. An additional 2,521 youth received individualized counseling services and 8,064 received group services through the new Higher Education/Career Advisors component of MYP in SFY 2014. WSAs maximize quality services by co-enrolling at-risk youth in Youthbuild and WIA.

The Northeast Minnesota Office of Job Training's Career EdVenture model (see: ***http://www.nemojt.org/Services/Teenagers/NortheastCareerEdVenture.aspx***) is an example of this new state-funded strategy to provide cost-effective service strategies for at-risk, in-school youth. The Northeast model includes partnerships with over 40 local educational agencies to provide youth and families with career counseling/ planning, information about occupations with growth potential, and an understanding of the education and training path to those occupations.

Operated under the oversight of the Local Workforce Investment Boards, every state dollar invested in MYP yields a return on investment of $4.25. For more information on the Minnesota Youth Program (see: ***http://www.mn.gov/deed/programs-services/office-youth-development/youth-programs/youth-program.jsp***).

YOUTHBUILD COORDINATION

The Minnesota Legislature provided $1 million in state funding which currently supports ten Youthbuild Programs serving at-risk youth ages 16 to 24. Each state dollar is matched by one local dollar. In SFY 2014, 472 youth were served with 93% obtaining a diploma or GED, 81% placed in employment, and 69% involved in post-secondary training, an apprenticeship or the military. The USDOL funded five federal Youthbuild Projects: two in rural Minnesota (Bi-County Community Action Program and Red Lake Reservation), and three in the metro area (West St. Paul's Guadalupe Alternative Programs, Minneapolis's Tree Trust, and East St. Paul's Dayton's Bluff Neighborhood Housing Association). DEED's Youthbuild web page includes program summaries, location of state and federal programs and best practices (see: ***http://mn.gov/deed/programs-services/office-youth-development/youth-programs/youthbuild.jsp***).

WORKPLACE SAFETY FOR TEENS

DEED's Office of Youth Development partnered with the National Young Worker Safety Center on the Minnesota edition of "Talking Safety: Teaching Teens about Workplace Safety and Health." See our website on youth workplace safety (see: ***http://mn.gov/deed/programs-services/office-youth-development/workplace-safety-youth/index.jsp***).

DISABILITY EMPLOYMENT INITIATIVE — PARTNERS FOR YOUTH

In late 2012, DEED was awarded a three-year, $2.9 million Disability Employment Initiative (DEI) grant by the Department of Labor to improve education, training, and employment opportunities and outcomes for youth with disabilities, ages 14-24, who are also one or more of the following: foster youth, a teen parent, homeless, out-of-school, at-risk of dropping out of school, or an ex-offender. The project is in its third year of operation through three WSAs: Rural Minnesota CEP, Inc., South Central Workforce Council, and Workforce Development, Inc. (Southeast Minnesota). For more information, see: ***http://mn.gov/deed/programs-services/office-youth-development/index/disability-employment-initiative/index.jsp***).

WIOA YOUNG ADULT PROGRAM - TRANSITION PLANNING

A state/local workgroup met each week in 2014 to support the transition of Minnesota youth from WIA to the WIOA Young Adult Program. The workgroup provided feedback to the redesign of Local Youth Plans to encompass both state and federal youth programs. The workgroup also provided feedback on the State's definition of Out of School Youth (a key component of WIOA eligibility), on new policies, and on the transition of WIA youth to WIOA in WorkForce One, the case management system. A webpage has been established containing both State and federal resources supporting implementation of Minnesota's WIOA Young Adult Program (see: ***http://www.mn.gov/deed/programs-services/office-youth-development/youth-programs/wioa-youth.jsp***).

YOUTH PROGRAM SUCCESS STORIES

Success Story:

Samantha and Southwest Minnesota Private Industry Council (WSA 6)

Samantha came into the WorkForce Center during her job search. Samantha had recently quit college, stating she "hated school". Samantha worked with the youth and young adult program at SW MN PIC, where she was able to explore and understand possible music careers in Southwest Minnesota.

Radio broadcasting seemed to emerge from every conversation between Sam and the PIC staff. "Eriann (PIC Youth and Young Adult staff) asked me what I wanted to do instead of telling me. I really appreciated that." PIC staff contacted the Marshall Radio Station, regarding their Work Experience program. They were able to offer Sam a work opportunity that aligned with her goals.

Sam answered phones, did filing, worked with clients, salespeople, and the general public, and helped with events. She also took on- and off-air broadcasting shifts, and, when sports announcers were off-site at games, she ran the commercials and "troubleshoots in-house."

With Marshall Radio Station and PIC Young Adult staff support and encouragement, Sam returned to Minnesota West Community and Technical College, where PIC staff linked her up with a "great support person." Knowing there was a tangible result of employment with the Marshall Radio Station, returning to school was much more manageable for Sam.

Sam is grateful for her work experience. "This is an opportunity I would still not have [that I would] not even have thought of. I appreciate the help and support! Eriann is always there." Sam attained her Associates of Applied Science degree in June 2015, and was hired by the Marshall Radio Station in July.

Success Story:

Austin and Workforce Development, Inc. (WSA 8)

Austin was referred to Workforce Development, Inc.'s (WDI) youth program by his Vocational Rehabilitation Counselor at the end of his junior year in high school. Austin has Asperger's, an autism spectrum disorder, and has an Individual Education Plan at school. Austin was enrolled in WDI's Workforce Investment Act Younger Youth Program (WIA YY) and the Disability Employment Initiative (DEI) Program.

WDI staff set up a work experience for Austin with La Crescent Animal Rescue. Austin successfully completed 120 hours. He learned about the payroll process, how to complete his time sheets, and direct deposit. In October of 2014, Austin started working for school credit at Mayo Clinic's hospital in La Crosse.

Austin was featured in the La Crosse Tribune on January 4, 2015 as a recipient of The Tribune Extra Effort Award, a program designed to recognize high school seniors who have persevered to overcome obstacles or performed outstanding service.

Austin graduated from high school in June 2015. He is planning on attending Southeast Technical College in Winona in fall 2015 and is interested in obtaining work in the computer field.

Success Story:

Gaolee and Anoka County (WSA 12)

Gaolee was enrolled in the WIA Older Youth Program in March 2013. She was 19 and had two young children. It is her dream to be a nurse as she loves helping people.

Gaolee started in the program with a work experience placement at a hospital, which provided her with experience and exposure in a health care setting. After 18 months at the hospital, it was time for Gaolee to learn new skills, so she facilitated activities with the residents at a nursing home. She was only there for a month when the hospital called her back for a regular part-time position as a dietary aide.

Gaolee was doing well at work when her counselor talked to her about doing a 4-week nursing assistant program through Anoka Ramsey Community College. Gaolee was ready and could make that schedule work with her employer; she took classes during the week and worked every weekend. It was not easy, but Gaolee was successful and on July 7, 2015, she passed the Nursing Assistant and Home Health Aide state exam! Her plan is to work for a few years as a Nursing Assistant and then return to school to be an RN when her children are both in school.

Gaolee told her counselor: "I really appreciate the time you took out of your life to help me get this far. Thank you for being very supportive and also believing in me. I wouldn't have gone this far without your help."

Success Story:

Molly and Stearns-Benton Employment and Training Council (WSA 17)

"After graduating high school, I went through a very difficult time in my life. After the passing of my mom in 2003, I lost a large piece of my support system and motivation towards school. In 2009, I hit rock bottom and had no direction to turn towards. I was struggling with school, housing, and finding a stable job.

In the fall of 2009, I enrolled in the WIA Youth Services through Stearns-Benton Employment & Training Council (SBETC). My career planner guided me through the process and helped give me ideas of what I'd like to go to college for.

In the fall of 2011, I was accepted and enrolled at St. Cloud Technical and Community College (SCTCC) for the Practical Nursing Program A.A.S. I was able to successfully complete the program, obtain my license, and shortly after started working at the St. Cloud Hospital in the Center for Surgical Care. In 2012, I was accepted to St. Cloud State University and within a year I was able to finish my undergrad in Psychology with a minor in Biology. In May 2014, I finally was able to start my career at the St. Cloud VA Healthcare System as a Licensed Practical Nurse in the Mental Health Unit.

I have been truly blessed and fortunate to have been able to be part of the WIA Youth Services through SBETC. I walk away from the WIA program with professional and financial skills, a nursing career, and self-confidence."

ADULT PROGRAM

The WIA Title 1-B Adult program provides employment and training assistance to adults who face significant barriers to employment. Minnesota's WIA Adult program prioritizes individuals who receive public assistance, individuals living with low incomes, and veterans within these groups.

For each customer, the overarching goal is employment or enhancement within his or her occupation. Generally, WIA Adult program customers work to increase their earnings, retain employment, and diversify their occupational skills. In PY 2014, Minnesota's Adult program served 151,126 individuals. Of those, counselors worked one-on-one with 2,061 individuals while 149,065 were self-service customers who accessed services available in the resource areas of WorkForce Centers throughout the state. Minnesota expended a total of $8,124,165 in providing these services during PY 2014.

SERVICES OFFERED

When eligible job seekers first enroll in the Adult program, they participate in a preliminary assessment of skill levels, aptitudes, and abilities. Next, customers have access to a variety of services and support should they need them to attain larger employment goals. These services include:

WIA Adult Services	Support Services
Current job openings via MinnesotaWorks.net	Transportation
Training for skills necessary for in-demand jobs	Family care
Classroom training	Health care
Entrepreneurial training	Housing or rental assistance
On-the-job training	Emergency health insurance
Vocational and personal counseling	Emergency financial assistance
Labor market information	Tools and clothing
Detailed assessment tools	Personal, financial, and legal counseling
Supportive services	
Resource areas and equipment	
Referrals to other agencies	

PROGRAM ORGANIZATION

In each of the 16 local Workforce Service Areas (WSAs) which house Minnesota's 48 WorkForce Service Centers, a local Workforce Investment Board (WIB) has the authority to select the unique services that it will offer to its WIA Adult customers based on their needs and available resources. The WIB is also responsible for strategic planning, program oversight, and coordination of resources.

PROGRAM CUSTOMERS

During PY 2014, 65 percent of Adult program customers were not employed at time of initial service, a slightly declining percentage over the previous two years (Table 1). 38 percent received some form of public assistance, also a slight decline from previous program years. 30 percent customers were single parents, a share that has been relatively consistent over the past few years.

The percentages of high school graduates and older workers held relatively steady since PY 2013. There was a significant decrease in percentage of persons living with a disability that presented a barrier to self-sufficiency. The share of customers with limited English speaking ability increased since PY 2013.

EFFICIENCY MEASURES

Calculations for program efficiency measures use expenditure and performance data found in Table N at the end of each year's annual report (Table 2). Reduced spending on public assistance, unemployment insurance, childcare, state-funded health insurance, and incarceration are a few of the likely positive impacts of the Adult program that are difficult to capture in an efficiency analysis. Nevertheless, efficiency measures provide perspective on the efficiency of the Adult program over time.

PERFORMANCE EVALUATION

Each year, state administrators with DEED and local representatives negotiate performance standards with the USDOL. Minnesota uses several tracking tools and designated performance staff

ADULT TABLE 1: WIA Adult Customer Characteristics Over Time			
Characteristic	PY 2012	PY 2013	PY 2014
Customers Served	2,267	2,031	2,061
Not Employed at Time of Initial Service	69.20%	67.60%	65.50%
Receiving Some Form of Public Assistance	41.80%	40.90%	38.20%
No High School Diploma at Time of Initial Service	7.10%	5.80%	5.50%
Single Parent	34.10%	30.70%	30.70%
Veteran	2.40%	3.60%	4.10%
Living with a Disability that Presents a Barrier	8.00%	8.00%	4.10%
Older Workers (Age 55+)	8.80%	10.40%	10.70%
Limited English-Speaking Ability	3.30%	3.70%	5.70%

TABLE 2: Program Efficiency Measures				
Ratio	Calculation	PY 2012	PY 2013	PY 2014
Cost Per Participant Served by Counselor	Program Expenditures/ Participants Served by a Counselor	$4,202	$3,738	$3,942
Cost Per Exiter	Program Expenditures/Total Program Exiters	$8,915	$7,287	$7,339
Cost Per Entered Employment	Program Expenditures/ Participants Employed in the Exit Quarter	$13,629	$11,921	$13,911
Cost Per Retained Employment	Program Expenditures/ Participants Employed in the Exit and Following Two Quarters	$9,699	$8,819	$10,746
Cost Per Individual Retaining a Credential	Program Expenditures/ Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	$17,373	$14,889	$17,777
Cost Per $1 in Post-Program Earnings (two quarters)	Program Expenditures/ Earnings of Participants Employed in the Exit Quarter	$0.77	$0.67	$0.83

members to follow program performance during the year. Persistent attention to program performance and adherence to program plans allows program managers to address the most pressing needs, identifying new trends before they create challenges for our customers. Each WSA plans accordingly and strives to meet, if not exceed, the negotiated performance standard.

The WIA Title 1-B Adult program performance measures include four criteria:

- The rate of customers entering employment;
- The rate of customers retaining employment for at least six months;
- The rate of customers receiving a credential following completion of the program; and
- The customer's average earnings for six months after exit

Program managers propose levels of performance based on past performance, the Government Performance and Results Act goals, and national comparisons, factoring in various economic factors to ensure that program goals are not unrealistically high or low.

For PY 2014, the Adult program has exceeded all four of its annual performance goals as negotiated with the USDOL, serving 2,061 individuals as they sought to obtain or improve their employment.

PERFORMANCE RESULTS

Of the 16 WSAs, 14 met (attained 80 percent of the measure) or exceeded (attained 100 percent of the measure) all four negotiated performance standards as outlined by US DOL for the Adult program.

ACCOMPLISHMENTS FROM PY 2014: WIA ADULT PROGRAM

- **Performance.** WIA Adult programming in Minnesota met or exceeded all negotiated performance standards.
- **Integration.** WIA Adult programming in Minnesota began a multi-phase integration initiative that will tie together federal and state programming for adults who face significant barriers to employment. Our Adult Career Pathways unit, a newly established team that focuses on integrated work and learning programming for such Minnesotans, will ensure

TABLE 3: **WIA Adult Program Performance Outcomes**

Performance Measure	PY 2014 Goal	PY 2014 Outcome	PY 2014 Target Ratio
Number of Customers Served		2,061	
Entered Employment	82.0%	83.9%	102.3%
Employment Retention	86.0%	86.8%	100.9%
Average Earnings	$13,000	$13,144	101.1%
Credential and Employment Rate	73.0%	76.9%	105.4%

[1]Target ratio is defined as the PY 2014 result, divided by the PY 2014 goal*100.

a seamless approach in policy and practice to our agency and partners' services. More on this strategic direction is in the "looking ahead" section below.

- **Field Assistance.** WIA Adult programming was an integral part of our statewide technical assistance efforts to career counselors, including our annual statewide Job Seeker Counselor Training. The agenda contained support and learning opportunities for counselors ranging from specific strategies for serving immigrant and refugee populations to co-enrollment strategies that can assist in the provision of integrated Adult and other program services. This training included programming from DEED as well as from our partners in the Department of Human Services responsible for programs involving public assistance. The combined training reinforced our integrated approach and ensured the maximum amount of peer learning across related programs.
- **Case Management Technology.** WIA Adult programming got a major boost to case management capacity with the launch of the rewritten Workforce One system, which ensured modern platform compatibility, superior security standards, and a more intuitive interface that has already helped career counselors enter more timely and accurate information about Adult program customers. The rewrite has also helped our agency with better reporting on program performance and identifying possible areas for technical assistance to the field.

LOOKING AHEAD: GOALS AND PRIORITIES FOR PY 2015

- In Minnesota, we anticipate braiding funding to serve those who are most difficult to serve. We expect to continue seeing excellent program performance outcomes.
- Following the Minnesota Legislature's passage of a bill to increase the minimum wage, providers are supporting their customers to continue working to secure family-sustaining wages for program exiters. This supports Minnesota's vision to provide services via Minnesota's career pathway framework focusing on contextualized remedial education, supportive services, and employment placement and retention.
- Providers will continue close analysis of labor market information to provide timely, in-demand training to help customers secure and retain competitive employment.
- Under WIOA, Minnesota established six regions and is in the process of establishing regional plans focusing on sector-based career pathway strategies leading to career opportunities within occupations in demand.
- One area that remains under consideration is an evaluation of full co-enrollment of Wagner-Peyser participants and WIA Adult program participants. DEED is currently assessing the efficacy and performance implications of this potential co-enrollment strategy which would be designed to help increase the basic service level to a broader cross-section of eligible jobseekers.

ADULT PROGRAM SUCCESS STORIES

Success Story:
Synergy in South Central (WSA 7)

Fairmont WorkForce Center partners, Vocational Rehabilitation Services (VRS), and DEED staff worked together to help a young man who had never been gainfully employed and had significant barriers. He could potentially fit into any of the three programs, but the team brainstormed and agreed that co-enrollment in WIA Adult and Vocational Rehabilitation Services (VRS) programming was the best scenario so they could offer a paid work experience.

The process moved very smoothly because the participant directed staff to a company that interested him near where he lives. The company was open to more growth, and arrangements were made for him to work for 14 weeks. All involved knew this was a great opportunity for the young man, despite the fact that he had no guarantee of being hired on permanently.

Fortunately, it turned out to be a perfect fit, because the CEO is innovative and realized the value of looking beyond disabilities and utilizing the strengths of an employee. The company valued the young man's self-taught computer skills and high intellect, and they accommodated his anxieties. They realized that individuals with disabilities may function differently but just as competently as other workers.

The stars aligned perfectly in this success story, because at the end of the 14 weeks, the company decided to keep him on at the same effective wage and schedule. Like any other company, they hope to increase both wages and hours as they continue to grow. This story is proof that working together as a partner team can produce an extraordinary outcome for the participant.

Success Story:
Tina and Northeast Minnesota Office of Job Training (WSA 3)

Alevtyna (Tina) came to NE MN Office of Job Training (NEMOJT) and began working with Career Counselor Martha Primozich. She and her two boys were fleeing a domestic violence situation, which forced her to apply for county assistance to survive. Tina is originally from Ukraine and moved to the United States with her then-spouse, a US citizen. A couple years later, Tina found herself and her two young children homeless, jobless, and penniless in a foreign country.

This was not an easy journey for Tina. English is her second language, which doubles the study time to comprehend complex topics in an already difficult nursing program. Tina's hard work and NEMOJT's support through the WIA Adult program enabled her to graduate with honors with an AAS in nursing from Lake Superior College. Tina now has a great job as a nurse with wages that allow her to be self-sufficient. Tina now owns her own home, owns her own car, the kids are successful in school and active in sports, and she has become a citizen of the United States, which she is very proud of.

Tina says that the most important help NEMOJT provided was friendship and support, not just in areas of training or job search, but also help in understanding and navigating American systems, programs and endless paperwork. Tina says that she would never have been able to accomplish so much, especially her RN degree, without the financial support – tuition, books and support services - of NEMOJT and more importantly the emotional support/friendship she found with her counselor, Martha, at NEMOJT.

Success Story:

Brad and Rural Minnesota Concentrated Employment Program (WSA 2)

Brad initially enrolled in the Pathway to Manufacturing Career Success FastTRAC grant in October 2011. He is a veteran who had been working a physical job and was concerned about his ability to continue long-term because of physical restrictions.

Brad completed Intro to Computer and Basic Machining at Alexandria Technical & Community College (ATCC) in May 2012 with A's in both courses. He also completed the National Career Readiness Certification with a Platinum in both Applied Mathematics and Reading for Information, and Gold in Locating Information.

Brad then applied for admission to the Machine Tool Technology Program at ATCC and was accepted. Brad applied for assistance with tuition and fees through Rural MN CEP and was eligible for the WIA Adult Program. Rural MN CEP was able to assist him with the cost of tuition and fees as well as a laptop rental, required for the program. He completed his first year of training with a 4.0 grade point average and was able to work for an area manufacturer over the summer, which allowed him to build his resume and practice his skills.

Brad completed the Machine Tool Technology Program in May 2014 and graduated with a 4.0 GPA. He secured full-time employment at UTC Aerospace in Jamestown, ND. He was hired as a Machinist earning $20.25/hr. Brad said that he was so glad he had the chance to get training that will provide him with a career. He is very appreciative of the assistance as he would not have been able to complete the training without this help.

VETERAN SERVICES

Minnesota has implemented a number of system-wide strategies to ensure Veterans are receiving Priority of Service (POS) to access employment and training services. These strategies include:

- Educating WorkForce Center (WFC) staff;
- Screening for Veteran's Status;
- Offering special programs for Veterans;
- Priority Ranking for Job Vacancies;
- Priority Access to Workshops;
- Annual Veterans Career/Job Fairs; and
- Veteran Services to Employers

OUTREACH TO VETERANS WITHIN THE WORKFORCE CENTERS

Posters are visible in the lobby, resource rooms, and conference rooms of the local WFCs, while reception staff screen applicants for Veteran status. Those who self-identify complete a questionnaire, which aids in serving those with significant barriers to employment such as homelessness, low income, criminal background, or service-connected disabilities.

Veteran staff offer special programs for incarcerated Veterans through a community steering committee in a diversionary court program operating in several counties. This program is intended to provide an

Program Year	Number of Veterans who received staff assisted services through W-P and WIA	Number of Veterans who received staff assisted services by DVOP and LVER	Number of Veterans who received intensive services by DVOP
PY 2014	20,966	364	962

alternative to prison time for those whose military service may have precipitated their criminal behavior, diverting Veterans to community services which may be more appropriate for them.

DEED's Veteran Services program also provides specialized services to targeted populations of Veterans that have traditionally been underserved. Dedicated staff currently provide intensive employment services to Native American Veterans and Veterans released from a correctional facility; staff will soon begin offering targeted resources to Women Veterans and Veterans unemployed due to the recent large mine closings on Minnesota's Iron Range.

GOLD CARD VETERANS

DEED and the WorkForce Centers continue to offer an array of intensive and follow-up services to all post-9/11 Veterans in need of employment. DEED distributed Gold Cards to eligible veterans and provided them with a list of employment and training services available locally. Staff continue to recruit eligible Veterans for the Dislocated Worker program.

PRIORITY RANKING FOR JOB VACANCIES

Minnesota's job bank provides Priority of Service (POS) to veterans. All new registrants in Minnesota's job bank (see: ***http://www.MinnesotaWorks.net***) who check "veteran status" are prompted to answer a series of questions regarding their military engagement; if identified as an eligible veteran, an American flag is displayed by their name.

All veterans that meet the minimum criteria for the job are displayed at the top of the list and are denoted with the American flag for the employer's benefit. When employers are listing job vacancies, they are able to identify themselves as a "Veteran Friendly Employer". Employers are also encouraged to add the verbiage "Veterans Encouraged to Apply" (MN Stat. 197.455) to job postings.

PRIORITY ACCESS TO WORKSHOPS

Veterans interested in attending job search workshops can register for a variety of classes directly from DEED's web site. An applicant who answers "yes" to veteran status is allowed to register for a workshop even if the class is full, while a non-veteran applicant would receive a message that "the session has reached maximum attendees" and told to check other session dates. Veterans are never turned away from workshop programming.

ANNUAL VETERAN CAREER/ JOB FAIR

Since 2006, Minnesota DEED has hosted an annual Veterans Career/Job Fair in July. The event continues to grow; by 2015, there were 186 exhibitors, of which 171 were employers. Approximately 850 Veterans attended. 40% of participating employers reported hiring a Veteran they met at the DEED Veterans Career Fair.

July has been proclaimed to be "Hire A Veteran" month in Minnesota by Governor Mark Dayton.

VETERAN SERVICES TO EMPLOYERS

Job Service Business Services Representatives (BSR) and Local Veteran Employment Representatives (LVERs) coordinate outreach to employers and create a "Preferred Employer List" with over 100 companies that have agreed to be notified of referrals from Veterans staff. These companies have agreed that these are "priority" referrals and to take additional time when reviewing Veterans' resumes. DEED has also implemented a customer contact system that allows BSR and LVER staff to access the employer database to determine the last point of contact and more detailed information about the employer. BSR and LVER staff distributed brochures entitled "Minnesota Veterans…Good for Business." BSR and LVER staff encourage employers to follow a three-step process in hiring a veteran:

1. Post your job opening on ***www.MinnesotaWorks.net***;
2. Contact a Veterans Employment Representative (see: ***http://mn.gov/deed/job-seekers/veteran-services/employment-services/vets-reps.jsp***); and
3. Connect with your local yellow ribbon network (see: ***http://www.TheYellowRibbon.org***).

PERFORMANCE RESULTS

TABLES A-Q

TABLE A —

Workforce Investment Act Customer Satisfaction Results						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included In the Sample	Response Rate
Participants	77.0%	77.4%	540	4,626	936 (782 valid contacts)	57.7%
Employers	78.0%	72.6%	1,177	5,140	1,677 (1,552 valid contacts)	70.2%

TABLE B —

Adult Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.0%	83.9%	584
			696
Employment Retention Rate	86.0%	86.8%	756
			871
Six Months Average Earnings	$13,000	$13,144	$9,805,694
			746
Employment and Credential Rate	73.0%	76.9%	457
			594

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	81.8%	233	79.4%	27	50.0%	1	70.5%	55
		285		34		2		78
Employment Retention Rate	84.2%	298	75.0%	18	0.0%	0	85.5%	65
		354		24		0		76
Six Months Average Earnings	$11,895	$3,485,321	$15,645	$265,961	$0	$0	$11,667	$723,366
		293		17		0		62
Employment and Credential Rate	71.9%	174	72.2%	13	0.0%	0	68.2%	15
		242		18		0		22

TABLE D —

Other Outcome Information for the Adult Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	100.0%	1	81.9%	271	85.7%	312
		1		331		364
Employment Retention Rate	100.0%	1	85.6%	291	87.6%	464
		1		340		530
Six Months Average Earnings	$11,158	$11,158	$11,994	$3,442,204	$13,870	$6,352,331
		1		287		458

TABLE E —

Dislocated Worker Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	85.0%	87.6%	1,694
			1,934
Employment Retention Rate	92.5%	91.3%	1,651
			1,808
Six Months Average Earnings	$19,100	$21,625	$34,686,381
			1,604
Employment and Credential Rate	69.0%	70.9%	549
			774

TABLE F —

Outcomes for Dislocated Worker Special Populations								
Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	82.2%	88	86.1%	87	82.4%	416	100.0%	1
		107		101		505		1
Employment Retention Rate	85.2%	86	84.3%	75	88.9%	353	100.0%	3
		101		89		397		3
Six Months Average Earnings	$21,378	$1,710,212	$20,275	$1,419,251	$21,372	$7,352,014	$10,523	$21,047
		80		70		344		2
Employment and Credential Rate	69.8%	30	64.0%	16	72.7%	101	50.0%	1
		43		25		139		2

TABLE G —

Other Outcomes for the Dislocated Worker Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	100.0%	4	87.0%	1,006	88.5%	684
		4		1157		773
Employment Retention Rate	75.0%	3	91.1%	960	91.7%	688
		4		1054		750
Six Months Average Earnings	$25,289	$75,866	$22,218	$20,840,244	$20,770	$13,770,270
		3		938		663

TABLE H.1 —

Youth (14-21) Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	69.0%	798
			1,156
Attainment of Degree or Certificate	N/A	48.8%	534
			1095
Literacy and Numeracy Gains	N/A	22.9%	69
			302

TABLE H.1.A —

Outcomes for Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	73.4%	317	0.0%	0	64.6%	288	78.8%	230
		432		0		446		292
Attainment of Degree of Certificate Rate	47.8%	184	0.0%	0	54.8%	244	37.5%	51
		385		0		445		136
Literacy and Numeracy Gains	21.2%	28	0.0%	0	23.9%	22	22.9%	69
		132		0		92		302

TABLE H.2 —

Older Youth (19-21) Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	78.0%	88.1%	222
			252
Employment Retention Rate	88.0%	89.9%	286
			318
Six Months Average Earnings	$5,500	$5,310	$1,603,680
			302
Credential Rate	58.0%	68.5%	224
			327

TABLE I —

Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	88.4%	99	0.0%	0	86.3%	63	89.1%	156
		112		0		73		175
Employment Retention Rate	89.0%	105	100.0%	1	89.7%	70	90.4%	206
		118		1		78		228
Six Months Average Earnings	$4,868	$550,035	$2,676	$2,676	$5,567	$395,276	$5,202	$1,139,305
		113		1		71		219
Credential Rate	66.7%	92	0.0%	0	71.7%	66	63.9%	147
		138		0		92		230

TABLE J —

Younger Youth (14-18) Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	94.0%	97.3%	2,643
			2,716
Youth Diploma or Equivalent Rate	88.0%	87.4%	423
			484
Retention Rate	84.0%	81.7%	486
			595

TABLE K —

Outcomes for Younger Youth Special Populations						
Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	97.3%	990	96.9%	1,155	95.6%	323
		1,018		1,192		338
Youth Diploma or Equivalent Rate	83.1%	147	89.8%	203	69.4%	34
		177		226		49
Retention Rate	79.5%	167	73.9%	192	77.2%	98
		210		260		127

TABLE L —

Other Reported Information										
Reported Information	12-Month Employment Retention Rate		12-Month Earning Increase (Adults & Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Placement in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	86.4%	745	$6,186	$5,233,740	0.5%	3	$6,103	$3,540,008	56.7%	177
		862		846		584		580		312
Dislocated Workers	89.8%	1,563	90%	$33,142,209	0.9%	15	$11,137	$18,509,864	60.7%	415
		1,741		$36,917,823		1,694		1,662		684
Older Youth	87.0%	268	$6,039	$1,727,276	0.5%	1	$3,634	$777,570		
		308		286		222		214		

TABLE M —

Participant Levels (Including Wagner-Peyser Self-served Customers)		
Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	**154,921**	**119,577**
Total Adult Self-Service Only	149,065	116,559
WIA Adult	151,126	117,666
WIA Dislocated Worker	3,798	1,911
Total Youth (14-21)	**3,601**	**1,608**
Younger Youth (14-18)	2,575	1,221
Older Youth (19-21)	1,026	387
Out-of-School Youth	1,065	445
In-School Youth	2,536	1,163

TABLE N —

Cost of WIA Program Activities	
Program Activity	**Spending**
Local Adults WIA	$8,124,165
Local Dislocated Workers WIA	$5,946,945
Local Youth WIA	$9,870,342
Rapid Response WIA	$1,963,888
National Emergency Grants (NEGs) - WIA	$1,012,036
Statewide Required and Allowable Activities[1]	$2,270,502
Total	**$29,187,878**

[1]Allowable activities included activities such as capacity building (training) and IT infrastructure (Workforce One).

TABLE O —

Local Performance — Northwest Minnesota Private Industry, Inc.			
Local Area Name: Northwest Minnesota Private Industry, Inc. — WSA 1	Total Participants Served	Adults	54
		Dislocated Workers	29
		Older Youth (19-21)	21
		Younger Youth (14-18)	88
ETA Assigned #: 27045	Total Exiters	Adults	40
		Dislocated Workers	26
		Older Youth (19-21)	9
		Younger Youth (14-18)	34

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	76
	Dislocated Workers	85	88
	Older Youth	78	91
Retention Rates	Adults	86	92
	Dislocated Workers	92.5	100
	Older Youth	88	89
	Younger Youth	84	70
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$9,880	$13,682
	Dislocated Workers	$14,516	$16,700
	Older Youth	$5,500	$7,614
Credential/Diploma Rates	Adults	73	67
	Dislocated Workers	69	75
	Older Youth	58	69
	Younger Youth	88	88
Skill Attainment Rate	Younger Youth	94	95
Placement in Employment or Education	Youth (14-21)	N/A	84
Attainment of Degree or Certificate	Youth (14-21)	N/A	85
Literacy or Numeracy Gains	Youth (14-21)	N/A	17

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Rural Minnesota Concentrated Employment Program, Inc.			
Local Area Name: Rural Minnesota Concentrated Employment Program, Inc. — WSA 2	Total Participants Served	Adults	333
		Dislocated Workers	232
		Older Youth (19-21)	96
		Younger Youth (14-18)	307
ETA Assigned #: 27040	Total Exiters	Adults	169
		Dislocated Workers	106
		Older Youth (19-21)	58
		Younger Youth (14-18)	201

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	92
	Dislocated Workers	85	89
	Older Youth	78	86
Retention Rates	Adults	86	88
	Dislocated Workers	92.5	84
	Older Youth	87	85
	Younger Youth	79	81
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$8,840	$14,905
	Dislocated Workers	$12,988	$16,718
	Older Youth	$6,200	$8,340
Credential/Diploma Rates	Adults	73	85
	Dislocated Workers	69	69
	Older Youth	60	71
	Younger Youth	88	96
Skill Attainment Rate	Younger Youth	94	98
Placement in Employment or Education	Youth (14-21)	N/A	66
Attainment of Degree or Certificate	Youth (14-21)	N/A	54
Literacy or Numeracy Gains	Youth (14-21)	N/A	57

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Northeast Minnesota Office of Job Training			
Local Area Name: Northeast Minnesota Office of Job Training — WSA 3	Total Participants Served	Adults	147
		Dislocated Workers	48
		Older Youth (19-21)	52
		Younger Youth (14-18)	137
ETA Assigned #: 27035	Total Exiters	Adults	56
		Dislocated Workers	7
		Older Youth (19-21)	17
		Younger Youth (14-18)	56

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	86
	Dislocated Workers	85	89
	Older Youth	78	92
Retention Rates	Adults	86	85
	Dislocated Workers	92.5	79
	Older Youth	88	88
	Younger Youth	84	68
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$9,620	$15,958
	Dislocated Workers	$14,134	$19,077
	Older Youth	$5,500	$4,910
Credential/Diploma Rates	Adults	73	88
	Dislocated Workers	69	67
	Older Youth	58	63
	Younger Youth	88	80
Skill Attainment Rate	Younger Youth	94	94
Placement in Employment or Education	Youth (14-21)	N/A	78
Attainment of Degree or Certificate	Youth (14-21)	N/A	71
Literacy or Numeracy Gains	Youth (14-21)	N/A	13

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — City of Duluth			
Local Area Name: City of Duluth — WSA 4	Total Participants Served	Adults	55
		Dislocated Workers	39
		Older Youth (19-21)	27
		Younger Youth (14-18)	51
ETA Assigned #: 27005	Total Exiters	Adults	23
		Dislocated Workers	21
		Older Youth (19-21)	19
		Younger Youth (14-18)	39

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	92
	Dislocated Workers	85	92
	Older Youth	78	75
Retention Rates	Adults	86	95
	Dislocated Workers	92.5	95
	Older Youth	88	100
	Younger Youth	84	73
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$11,050	$18,861
	Dislocated Workers	$16,235	$16,973
	Older Youth	$5,500	$8,074
Credential/Diploma Rates	Adults	73	85
	Dislocated Workers	69	71
	Older Youth	58	47
	Younger Youth	88	93
Skill Attainment Rate	Younger Youth	94	94
Placement in Employment or Education	Youth (14-21)	N/A	83
Attainment of Degree or Certificate	Youth (14-21)	N/A	81
Literacy or Numeracy Gains	Youth (14-21)	N/A	17

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Central Minnesota Jobs and Training			
Local Area Name: Central Minnesota Jobs and Training — WSA 5	Total Participants Served	Adults	165
		Dislocated Workers	232
		Older Youth (19-21)	80
		Younger Youth (14-18)	273
ETA Assigned #: 27105	Total Exiters	Adults	99
		Dislocated Workers	91
		Older Youth (19-21)	15
		Younger Youth (14-18)	90

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	88
	Dislocated Workers	85	90
	Older Youth	79	94
Retention Rates	Adults	86	94
	Dislocated Workers	92.5	88
	Older Youth	86	95
	Younger Youth	83	89
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$9,230	$14,760
	Dislocated Workers	$13,561	$18,314
	Older Youth	$5,000	$6,959
Credential/Diploma Rates	Adults	73	71
	Dislocated Workers	69	73
	Older Youth	59	94
	Younger Youth	88	92
Skill Attainment Rate	Younger Youth	94	95
Placement in Employment or Education	Youth (14-21)	N/A	83
Attainment of Degree or Certificate	Youth (14-21)	N/A	73
Literacy or Numeracy Gains	Youth (14-21)	N/A	45

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Southwest Minnesota Private Industry Council Inc.			
Local Area Name: Southwest Minnesota Private Industry Council Inc. — WSA 6	Total Participants Served	Adults	56
		Dislocated Workers	45
		Older Youth (19-21)	30
		Younger Youth (14-18)	46
ETA Assigned #: 27055	Total Exiters	Adults	32
		Dislocated Workers	27
		Older Youth (19-21)	12
		Younger Youth (14-18)	44

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	87
	Dislocated Workers	85	95
	Older Youth	78	100
Retention Rates	Adults	86	83
	Dislocated Workers	92.5	94
	Older Youth	85	100
	Younger Youth	75	89
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$8,840	$12,504
	Dislocated Workers	$12,988	$14,376
	Older Youth	$3,800	$5,984
Credential/Diploma Rates	Adults	73	74
	Dislocated Workers	69	81
	Older Youth	52	100
	Younger Youth	85	100
Skill Attainment Rate	Younger Youth	90	98
Placement in Employment or Education	Youth (14-21)	N/A	88
Attainment of Degree or Certificate	Youth (14-21)	N/A	94
Literacy or Numeracy Gains	Youth (14-21)	N/A	71

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — South Central Workforce Council			
Local Area Name: South Central Workforce Council — WSA 7	Total Participants Served	Adults	104
		Dislocated Workers	104
		Older Youth (19-21)	60
		Younger Youth (14-18)	85
ETA Assigned #: 27030	Total Exiters	Adults	51
		Dislocated Workers	56
		Older Youth (19-21)	28
		Younger Youth (14-18)	40

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	96
	Dislocated Workers	85	93
	Older Youth	76	100
Retention Rates	Adults	86	97
	Dislocated Workers	92.5	91
	Older Youth	85	94
	Younger Youth	75	85
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$9,620	$8,253
	Dislocated Workers	$14,134	$17,027
	Older Youth	$4,000	$5,130
Credential/Diploma Rates	Adults	73	71
	Dislocated Workers	69	70
	Older Youth	55	61
	Younger Youth	85	91
Skill Attainment Rate	Younger Youth	92	100
Placement in Employment or Education	Youth (14-21)	N/A	81
Attainment of Degree or Certificate	Youth (14-21)	N/A	81
Literacy or Numeracy Gains	Youth (14-21)	N/A	100

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Southeast Minnesota Workforce Development			
Local Area Name: Southeast Minnesota Workforce Development — WSA 8	Total Participants Served	Adults	157
		Dislocated Workers	233
		Older Youth (19-21)	78
		Younger Youth (14-18)	192
ETA Assigned #: 27075	Total Exiters	Adults	80
		Dislocated Workers	109
		Older Youth (19-21)	28
		Younger Youth (14-18)	80

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	89
	Dislocated Workers	85	94
	Older Youth	78	86
Retention Rates	Adults	86	83
	Dislocated Workers	92.5	94
	Older Youth	88	95
	Younger Youth	84	88
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$11,570	$8,911
	Dislocated Workers	$16,999	$17,870
	Older Youth	$5,500	$4,579
Credential/Diploma Rates	Adults	73	84
	Dislocated Workers	69	86
	Older Youth	58	59
	Younger Youth	88	87
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	90
Attainment of Degree or Certificate	Youth (14-21)	N/A	74
Literacy or Numeracy Gains	Youth (14-21)	N/A	3

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Hennepin Carver Employment and Training Council			
Local Area Name: Hennepin Carver Employment and Training Council — WSA 9	Total Participants Served	Adults	357
		Dislocated Workers	786
		Older Youth (19-21)	77
		Younger Youth (14-18)	205
ETA Assigned #: 27120	Total Exiters	Adults	249
		Dislocated Workers	321
		Older Youth (19-21)	10
		Younger Youth (14-18)	67

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	80
	Dislocated Workers	85	83
	Older Youth	78	93
Retention Rates	Adults	86	89
	Dislocated Workers	92.5	91
	Older Youth	88	100
	Younger Youth	84	86
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$11,339
	Dislocated Workers	$20,246	$22,318
	Older Youth	$5,000	$5,759
Credential/Diploma Rates	Adults	73	73
	Dislocated Workers	69	72
	Older Youth	58	94
	Younger Youth	88	92
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	73
Attainment of Degree or Certificate	Youth (14-21)	N/A	61
Literacy or Numeracy Gains	Youth (14-21)	N/A	22

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Minneapolis Employment and Training			
Local Area Name: Minneapolis Employment and Training — WSA 10	Total Participants Served	Adults	81
		Dislocated Workers	216
		Older Youth (19-21)	210
		Younger Youth (14-18)	580
ETA Assigned #: 27010	Total Exiters	Adults	24
		Dislocated Workers	165
		Older Youth (19-21)	72
		Younger Youth (14-18)	360

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	74
	Older Youth	73	80
Retention Rates	Adults	86	91
	Dislocated Workers	92.5	89
	Older Youth	85	83
	Younger Youth	79	73
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$15,584
	Dislocated Workers	$20,246	$15,084
	Older Youth	$3,800	$4,042
Credential/Diploma Rates	Adults	73	81
	Dislocated Workers	69	58
	Older Youth	53	61
	Younger Youth	88	93
Skill Attainment Rate	Younger Youth	94	96
Placement in Employment or Education	Youth (14-21)	N/A	51
Attainment of Degree or Certificate	Youth (14-21)	N/A	12
Literacy or Numeracy Gains	Youth (14-21)	N/A	17

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

TABLE O —

Local Performance — Anoka County			
Local Area Name: Anoka County — WSA 12	Total Participants Served	Adults	14
		Dislocated Workers	175
		Older Youth (19-21)	14
		Younger Youth (14-18)	61
ETA Assigned #: 27085	Total Exiters	Adults	4
		Dislocated Workers	118
		Older Youth (19-21)	5
		Younger Youth (14-18)	22

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	67
	Dislocated Workers	85	98
	Older Youth	72	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	97
	Older Youth	85	100
	Younger Youth	84	91
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$18,517
	Dislocated Workers	$20,246	$22,269
	Older Youth	$5,500	$6,683
Credential/Diploma Rates	Adults	73	67
	Dislocated Workers	69	85
	Older Youth	58	89
	Younger Youth	88	91
Skill Attainment Rate	Younger Youth	94	97
Placement in Employment or Education	Youth (14-21)	N/A	71
Attainment of Degree or Certificate	Youth (14-21)	N/A	68
Literacy or Numeracy Gains	Youth (14-21)	N/A	29

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Dakota/Scott Counties			
Local Area Name: Dakota/Scott Counties — WSA 14	Total Participants Served	Adults	258
		Dislocated Workers	337
		Older Youth (19-21)	29
		Younger Youth (14-18)	151
ETA Assigned #: 27125	Total Exiters	Adults	120
		Dislocated Workers	203
		Older Youth (19-21)	15
		Younger Youth (14-18)	65

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	80
	Dislocated Workers	85	85
	Older Youth	78	100
Retention Rates	Adults	86	77
	Dislocated Workers	92.5	91
	Older Youth	88	100
	Younger Youth	84	82
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$14,077
	Dislocated Workers	$20,246	$24,950
	Older Youth	$5,500	$7,155
Credential/Diploma Rates	Adults	73	65
	Dislocated Workers	69	82
	Older Youth	58	88
	Younger Youth	88	62
Skill Attainment Rate	Younger Youth	94	98
Placement in Employment or Education	Youth (14-21)	N/A	65
Attainment of Degree or Certificate	Youth (14-21)	N/A	39
Literacy or Numeracy Gains	Youth (14-21)	N/A	0

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Ramsey County Workforce Solutions			
Local Area Name: Ramsey County Workforce Solutions — WSA 15	Total Participants Served	Adults	221
		Dislocated Workers	244
		Older Youth (19-21)	199
		Younger Youth (14-18)	341
ETA Assigned #: 27115	Total Exiters	Adults	136
		Dislocated Workers	111
		Older Youth (19-21)	77
		Younger Youth (14-18)	92

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	78
	Dislocated Workers	85	95
	Older Youth	78	85
Retention Rates	Adults	86	77
	Dislocated Workers	92.5	88
	Older Youth	88	86
	Younger Youth	84	85
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$12,362
	Dislocated Workers	$20,246	$18,220
	Older Youth	$4,800	$3,737
Credential/Diploma Rates	Adults	73	75
	Dislocated Workers	69	75
	Older Youth	55	60
	Younger Youth	85	79
Skill Attainment Rate	Younger Youth	91	95
Placement in Employment or Education	Youth (14-21)	N/A	79
Attainment of Degree or Certificate	Youth (14-21)	N/A	63
Literacy or Numeracy Gains	Youth (14-21)	N/A	10

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

TABLE O —

Local Performance — Washington County			
Local Area Name: Washington County — WSA 16	Total Participants Served	Adults	10
		Dislocated Workers	115
		Older Youth (19-21)	14
		Younger Youth (14-18)	29
ETA Assigned #: 27100	Total Exiters	Adults	8
		Dislocated Workers	58
		Older Youth (19-21)	7
		Younger Youth (14-18)	11

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	94
	Older Youth	73	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	93
	Older Youth	83	50
	Younger Youth	75	100
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$13,780	$10,776
	Dislocated Workers	$20,246	$23,947
	Older Youth	$4,000	$3,496
Credential/Diploma Rates	Adults	73	90
	Dislocated Workers	69	68
	Older Youth	55	80
	Younger Youth	83	100
Skill Attainment Rate	Younger Youth	90	100
Placement in Employment or Education	Youth (14-21)	N/A	76
Attainment of Degree or Certificate	Youth (14-21)	N/A	59
Literacy or Numeracy Gains	Youth (14-21)	N/A	0

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Stearns-Benton Employment and Training Council			
Local Area Name: Stearns-Benton Employment and Training Council — WSA 17	Total Participants Served	Adults	37
		Dislocated Workers	209
		Older Youth (19-21)	29
		Younger Youth (14-18)	5
ETA Assigned #: 27110	Total Exiters	Adults	10
		Dislocated Workers	63
		Older Youth (19-21)	8
		Younger Youth (14-18)	3

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	98
	Older Youth	78	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	94
	Older Youth	88	100
	Younger Youth	82	100
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$10,140	$12,923
	Dislocated Workers	$14,898	$16,192
	Older Youth	$5,500	$10,084
Credential/Diploma Rates	Adults	73	88
	Dislocated Workers	69	80
	Older Youth	58	60
	Younger Youth	88	100
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	100
Attainment of Degree or Certificate	Youth (14-21)	N/A	67
Literacy or Numeracy Gains	Youth (14-21)	N/A	100

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O —

Local Performance — Winona County Workforce Council			
Local Area Name: Winona County Workforce Council — WSA 18	Total Participants Served	Adults	12
		Dislocated Workers	23
		Older Youth (19-21)	10
		Younger Youth (14-18)	24
ETA Assigned #: 27080	Total Exiters	Adults	6
		Dislocated Workers	12
		Older Youth (19-21)	7
		Younger Youth (14-18)	17

Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77
	Employers	78	73
Entered Employment Rates	Adults	82	40
	Dislocated Workers	85	100
	Older Youth	75	100
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	100
	Older Youth	84	100
	Younger Youth	82	70
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	$9,360	$13,155
	Dislocated Workers	$13,752	$24,708
	Older Youth	$5,000	$7,869
Credential/Diploma Rates	Adults	73	0
	Dislocated Workers	69	100
	Older Youth	58	67
	Younger Youth	85	63
Skill Attainment Rate	Younger Youth	94	86
Placement in Employment or Education	Youth (14-21)	N/A	100
Attainment of Degree or Certificate	Youth (14-21)	N/A	75
Literacy or Numeracy Gains	Youth (14-21)	N/A	0

Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE P —

Veteran Priority of Service		
Reported Information	Total	Actual Performance Level
Covered Entrants Who Reached the End of the Entry Period	6,295	
Covered Entrants Who Received a Service During the Entry Period	6,287	99.9%
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	6,158	97.8%

TABLE Q —

Veterans' Outcomes by Special Populations						
Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop Veterans	
Entered Employment Rate	81.3%	26	81.3%	26	0.0%	0
		32		32		0
Employment Retention Rate	87.1%	27	87.1%	27	0.0%	0
		31		31		0
Six Months Average Earnings	$21,385	$556,012	$21,385	$556,012	$0.00	$0
		26		26		0

Minnesota
Department of Employment and Economic Development

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