



Workforce Investment Act

Minnesota's PY 2011 Annual Report

Department of
Employment and Economic Development



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Introduction

This report fulfills the Workforce Investment Act (WIA) Title I-B, Section 136(d) and Section 185(d) requirement to submit to the United States Department of Labor (USDOL) secretary an annual report on the performance progress for WIA Title I-B programs (Adult, Dislocated Worker, and Youth). Specifically, the report requires states to provide¹:

- Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
- Information on the status of state evaluation activities;
- Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants;
- Assurance that all required elements are reported uniformly so that DOL can make a state-by-state comparison;
- Information on participants in the workforce investment system, addressed in the data portion of the report (beginning on page 44); and
- A listing of the waivers for which the state has received approval, information on how the waivers have changed the activities of that state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance outcomes.

In addition to these required components, ETA encourages states to include the following information:

- A discussion of Minnesota's strategic plans for delivering innovative services, including programs that support dislocated workers, low-skilled/low-income adults and

disadvantaged youth, and the expected outcomes;

- A discussion of Minnesota's unique programs and recent accomplishments, which we address individually within a section devoted to each program;
- Messages from the governor or other contextual information about state workforce investment board members, market analysis, strategies for improvement;
- A discussion of the activities funded by Minnesota's discretionary funds;
- A discussion of programs and strategies for serving employers at the state and local level;
- A discussion of the initiative and activities outline in the WIA and Wagner-Peyser Act State Strategic Plan to improve local performance;
- A discussion of the programs, initiatives, and strategies for serving Veterans at the state and local level

Overview: Service Delivery Process

Compliant with the Workforce Investment Act of 1998 the State of Minnesota established 16 Workforce Service Areas (WSAs) as local partners (Attachment D). A local Workforce Investment Board (WIB) governs each area's priorities and operations. In Minnesota, a network of 48 WorkForce Centers (WFC's) employ hundreds of career counselors, providing the core and service-related support to Minnesota's job-seeking individuals.

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

This report will start with a description of performance measures then discuss statewide strategies to improve services to all job seeking

¹ Primary report mandate and guidance sources are
TEGL 29-11, released on May 16, 2012 and TEGL 9-10, released on September 23,
2010

customers. We will then provide program performance summaries, which include descriptions of each program's purpose, service providers, services, customers, performance results, performance evaluations and program specific improvement strategies. Key statewide performance results are included within each program summary. We will provide program performance in the following order:

- WIA Dislocated Worker Program (including dislocated workers participating funded under WIA section 134(a)(2)(A)(ii)-Rapid Response assistance)
- WIA Adult Program
- WIA Youth Program

We will also include detailed state and local breakdowns of performance results. The performance results are featured in Tables A-O, beginning on page 44.

Impact of Waivers Requested and Implemented by Minnesota

USDOL granted Minnesota's request for extensions to several waivers that impact some of the WIA programs through December 31, 2012. These waivers enable increased flexibility in administering high quality programs.

Dislocated Worker and Adult Program Waivers

Statewide Evaluations

USDOL granted Minnesota a waiver that exempts the state of the requirement to conduct evaluations of workforce investment activities for adults, dislocated workers, and youth in order to establish and promote continuous improvement of the statewide workforce investment system. This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding of the WIA 10 percent discretionary fund.

Provision of Local Workforce Investment Area Incentive Grants

USDOL granted Minnesota a waiver of the requirement to provide local workforce investment areas incentive grants to reward regional cooperation, local coordination of activities, and exemplary performance. This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding of the WIA 10 percent discretionary fund.

Dissemination of Training Provider Performance and Cost Information

USDOL granted Minnesota a waiver of the requirement to disseminate training provider performance and cost information. This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding of the WIA 10 percent discretionary fund.

Sliding Employer Reimbursement for On-the-Job Training (OJT)

USDOL granted Minnesota a waiver allowing reimbursement to an employer providing 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.

Sliding Employer Reimbursement for Customized Training

USDOL granted Minnesota a similar 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 also 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.

Extension to Provisional Training Provider Eligibility

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. This waiver allows Minnesota more operational flexibility in the wake of reduced administrative funding for the Governor's Reserve Fund. This added flexibility in turn helps Minnesota's job seekers to obtain credentials and put them to use in post-secondary education as they work to improve their careers.

Transfer of DW and Adult Formula Funds

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. The consent to transfer 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 2011, one metro area service provider transferred \$375,000 from WIA Adult to WIA DW, indicating a higher demand in the service area for DW services. Additionally, a service provider in south central Minnesota transferred \$25,000 from WIA DW to WIA Adult, allowing for spending in an area of higher need.

DW and Adult Program Formula Funds and Rapid Response Funds for Incumbent Worker Training

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.

SUCCESS STORY: MILLER FELPAX Winona Workforce Council

The Miller Felpax Corporation was awarded an incumbent worker grant by the Winona Workforce Council. Miller Felpax, based in southeastern Minnesota, is a leading manufacturer and



distributor of rail parts used in over 100 countries.

In 2006, Miller Felpax had a vision to increase the technical skills, computer literacy, and wages of its workers. The Incumbent Worker Grant offered a way to reach this vision. It was a way to provide ground level skills in Microsoft software and Lean Manufacturing to all employees. At the time, Miller Felpax was paper-reliant with multiple processes and wait times in the production system.

Since the training, the company communicates with employees via email and provides work station computers. Process decisions are made at entry level positions. Operators create work instructions through digital templates and pictures. Finally, workers are cross trained to remain competitive and keep product lines at the Winona plant versus outsourcing to China.

As the existing workers enhanced their skills through the incumbent worker training, Miller Felpax grew stronger and could acquire a new company. The change in production methods from assembly and stocking to a "make to order" plant has dramatically decreased cycle time from one piece per month to one piece per minute, freeing inventory expenses and much needed cash flow. The lean training sparked the need to initiate self-directed work teams and a mentoring program. A metrics chart is posted with skills requirements needed to move up in the organization. There is no limit in the number of entry level production workers who may be promoted to an Operations Specialist level. Instead, candidates must pass a peer evaluation from their team before earning a \$4.50 pay increase and one more week of vacation.

Miller Felpax believes in investing in their employees. The Incumbent Worker Training has allowed them to continue doing the work they are best at and increase the skills of their workers.

The waivers approved for the Adult and DW programs improve Minnesota's ability to increase employment and economic opportunities throughout the state. DEED carefully requests waivers that will help facilitate an economic environment that will

improve the quality and value of the state's workforce.

Youth Program Waivers

The State of Minnesota had two waiver requests approved for PY 2011 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 Waiver: In PY2011, 127 older, out-of-school youth in eight Minnesota WSAs benefited from this service strategy. All WSAs using the waiver in PY2011, developed local policies which were approved by the LWIB/Youth Councils and DEED. The guidance DEED provided to WSAs can be found at our [Positively Minnesota Website](#). Also available is a [sample local policy](#) developed by WSA 6: Southwest Minnesota Private Industry Council.

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: The areas that used the waiver estimated that they each saved \$1,500 to \$3,500 annually through reduced administrative costs. The cost savings came from areas where there were not enough providers to warrant a competitive process. The waiver maximized the use of limited resources to best meet the needs of youth.

Progress: Minnesota Governor's Workforce Development Council Return on Investment Initiative

Since 2009, the Minnesota Governor's Workforce Development Council (GWDC) has been developing a standardized return on investment framework for estimating the ROI of all publicly-funded workforce programs in the state on an ongoing, regular basis.

The GWDC's ROI Initiative is led by a committee of experts, including program administrators, service providers, business people, economists, and community organizations. The committee agreed at the onset that the methodology they design must meet a number of criteria: it should be transparent, credible, adaptable, relatively simple to administer, and should yield timely and relevant results.

To date, the initiative has developed the broad outlines of the ROI methodology, including which costs and benefits should be incorporated and how to use state administrative data to quantify those costs and benefits. Over the past year, the initiative has launched a proof-of-concept study to provide insights into the further development of the ROI methodology and the data mining/sharing process required to make it work. This study is focused on three programs (the WIA Adult and Dislocated Worker programs and one nonprofit grantee) and uses data from three state agencies. Data collection will continue through mid-2013, but tentative initial results are close at hand.

The ROI framework under development has a few important features:

- It will measure **net impacts** by using comparison groups constructed from administrative data on Unemployment Insurance applicants and One-Stop customers using propensity score matching.
- It will provide **contextualized performance targets** for programs based on local

economic conditions and customer characteristics.

- It will account for **costs and benefits to different groups**, including program participants, taxpayers, and society as a whole.
- It will estimate the **impacts of various types of services** provided to customers, such as training and support services.

The proof-of-concept study and further development of the ROI framework will continue through 2013. The GWDC plans to make policy and implementation recommendations to the Governor and the state legislature in late 2013 or early 2014.

For more information, please visit:

<http://www.gwdc.org/initiatives/roi.html>

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, USDOL has been developing and refining “common performance measures” as an alternative to the “legacy” performance measures originally included in WIA.

Training and Employment Guidance Letter 17-05 and 17-05 Change 2 provide current information on methodology and management of performance across the system.

This report includes both legacy and common measures. Negotiated performance levels are based on legacy measures. Table 1 compares the WIA legacy and common measures. Attachment B includes timeframes that apply to legacy and common performance measures.

Table 1: WIA Legacy and Common Measures

WIA Legacy Measures	WIA Common Measures
Adult Measures: <ul style="list-style-type: none"> - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate 	Adult/Dislocated Worker Measures (combined): <ul style="list-style-type: none"> - Entered Employment Rate - Employment Retention - Average Earnings
Dislocated Worker Measures: <ul style="list-style-type: none"> - Entered Employment Rate - Six Month Retention Rate - Wage Replacement Rate - Employment/Credential Rate 	
Younger Youth Measures: <ul style="list-style-type: none"> - Skill Attainment Rate - Diploma Rate - Retention Rate 	Youth Measures: <ul style="list-style-type: none"> - Placement in Employment Or Education - Attainment of a Degree or Certificate - Literacy and Numeracy Gains
Older Youth Measures: <ul style="list-style-type: none"> - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate 	

Performance Evaluations

USDOL and Minnesota worked together to establish appropriate performance goals for PY 2011. The three performance levels are:

Exceeded: The average target ratio for the following 12 performance measures exceeds 100 percent:

- Four Adult Legacy Measures
- Four Dislocated Worker Legacy Measures
- Youth Measures
- Younger Youth Diploma Rate
- Younger Youth Retention Rate
- Older Youth Entered Employment Rate
- Older Youth Six-Month Retention Rate

Met: The average target ratio for the 12 performance measures is between 80 percent and 100 percent.

Not Met: The average target ratio for the 12 performance measures is below 80 percent.

Performance evaluations are included within Tables A-O, beginning on page 44.

Statewide Improvement Strategies

The guiding document for Minnesota's improvement strategies is [Minnesota's Unified Plan for the Workforce Investment Act](#), which was submitted September 17, 2012 and sets the following strategic goals:

- Increase collaboration among business, economic, employment, and education leaders to strengthen regional economies, coordinate policies and resources; streamline processes, and measure performance;
- Continue to strengthen the skills of Minnesota's workforce; which includes the following strategies:
 - Better align our education system to prepare Minnesotans for jobs in demand;
 - Set goals and develop plans for increasing adult credential attainment;
 - Integrate state data systems to better understand and serve working learners;
 - Reduce cost barriers to credential attainment; and
 - Ensure all high school graduates are ready for career and post-secondary success;
- Help businesses find and retain skilled workers and embrace Minnesota's increasingly diverse workforce;
- Assist workers to set an employment path that aligns with high-wage, high-growth industries that are proven to be needed by employers today and in the future;
- Move from a customer-choice model for job seekers to a business-driven model for informed customer choice and align resources and policies to support demand-driven approaches;
- Increase access to capital for new businesses, small businesses and small business expansion; and
- Close the educational achievement and employment gap in Minnesota by working to end disparities, including but not limited

to those based on race, ethnicity, class, disability, and place.

A Key Strategy: FastTRAC

Minnesota faces a growing skills gap. Seventy percent of Minnesota jobs will require some education beyond high school by 2018, yet only 40 percent of working-age adults in Minnesota hold a postsecondary degree. Throughout the state, nearly two million working-age Minnesotans lack a credential beyond a high school diploma. Furthermore, in an unprecedented trend, educational attainment levels are expected to decline in coming years.

Minnesota FastTRAC (Training, Resources, and Credentialing) Adult Career Pathways programs seek to meet the needs of employers and local economies by addressing local skills gaps. Minnesota FastTRAC Adult Career Pathways programs work as effective supply chains for employers in need of skilled labor. This ensures that students have good job prospects once they finish their program.

Minnesota FastTRAC Adult Career Pathways is an innovative strategy that integrates basic skills education, career-specific training, and support services to meet the needs of working adults. Each local Minnesota FastTRAC Adult Career Pathways program consists of a series of connected educational and training programs that allow low-skill students to advance over time to successively higher levels of education and employment in a given sector, from basic skills education to a postsecondary credential.

During what Minnesota calls the "FastTRAC Adult Career Pathways 2.0" phase, 34 such pathways became operational across 20 college campuses. In addition, 26 out of 51 Adult Basic Education consortia (representing 90 percent of Minnesota's overall service delivery, in terms of students) have created bridge and integrated programming with FastTRAC Adult Career Pathways funding.

Early Outcomes

At a rate of 88 percent, participants in Minnesota FastTRAC Adult Career Pathways credit-bearing integrated Adult Basic Education/postsecondary courses have successfully completed their initial course. Minnesota anticipates more substantial, precise, and comparable data as time goes on regarding specifics of credential rates and comparison to groups receiving different packages of services.

Connection to National Work

Minnesota has joined the Center for Law and Social Policy Career Pathway Alliance (CLASP) to develop a national voluntary consensus framework of quality benchmarks and performance metrics for career pathway state initiatives and local programs. The purpose of this framework is to help state and local career pathway initiatives improve program quality and to bring about greater coherence in the metrics used to measure career pathways results.

This two-year project includes four key activities:

- Develop and field test a set of voluntary benchmarks that define high-quality career pathways for both out-of-school-youth and adults;
- Identify and field test output and outcome metrics for measuring the performance of different types of career pathway initiatives and program models;
- Create a self-assessment tool that state initiatives and local programs can use to design new high-quality systems and programs and improve existing ones; and
- Implement an extensive communications and outreach effort to raise the visibility of the project, the state alliance, the products, and career pathways as a strong and promising strategy for aligning education and other services to help participants advance in education and employment.

This project is distinct from recent initiatives to provide career pathway guidance and

frameworks because it will result in a framework of benchmarks of quality and outcomes measures rather than guidance on how to design and implement career pathways. Also, CLASP and the Alliance will review and field test the benchmarks and metrics, which is a level of validation that has not been applied to current resources.

Minnesota remains committed to the FastTRAC model to develop stackable credentials for low literacy adults along a career pathway; the loss of the Governor's discretionary resources has limited out capacity to enhance or expand this work.

Dislocated Worker Program

Challenges and Vision

While the labor market steadily improves, service providers and decision makers in the State of Minnesota continued to work with a large volume of dislocated workers during PY 2011 (July 1, 2011-June 30, 2012). The Dislocated Worker (DW) program provides job search services, career counseling, training, and support services to laid off workers to help them find their next successful job.

Two major implementation challenges for the program have been “job search weariness” and limited resources:

- 1) **Longer-term unemployed.** Many of the individuals served have experienced years of unemployment due to a layoff. They are losing energy and hope, which can compound job search challenges and create operational difficulties for the program (e.g., staying in touch).
- 2) **Limited resources.** WorkForce Centers continue to operate with shrinking budgets and have entered the new program year with most of their budgets obligated to serve those who have been engaged in and waiting for intensive services such as training.

Minnesota’s strategies for addressing these challenges, which is tested during such times of economic instability, include:

- **Focusing** on training as a way to close the skills gap and revitalize the chances of long-term unemployed;
- **Strengthening** Trade Adjustment Assistance (TAA) petition and enrollment activity, to ensure the maximum amount of resources for eligible job seekers;
- **Maintaining** as substantial and compatible a state-funded Dislocated Worker program as possible, to ensure full program services to

as many job seeking Minnesotans as possible;

- **Turning over** unspent and unobligated Rapid Response balances from previous years as quickly as possible to the field, to supplement their resources to serve those from small layoffs;
- **Encouraging** interested customers to explore entrepreneurship as appropriate, which can unlock new resources and career paths; and
- **Exceeding** performance goals and holding ourselves to our own additional goals, to maximize the chances of incentive funding from USDOL.

Statewide Dislocated Worker Program

Minnesota is one of the few states in the nation that offers a state-funded Dislocated Worker program in addition to the Workforce Investment Act DW program. The state Workforce Development Fund collects surtax on employers’ Unemployment Insurance (UI) payments.

The state program served 13,639 individuals, a decrease of 3,367 (19.8 percent) from the previous year. This decrease is the natural result of a gradual economic recovery.

Individuals Served During PY 2011

In PY 2011, the federally funded DW program served 7,868 individuals, a decrease of 2,599 individuals, or 24.8 percent, from PY 2010. Of the 7,868 served through WIA funds, 3,904 (49.6 percent) pursued training.

During PY 2011, customers stayed in the program for an average of 614 days, a dramatic increase from the previous year (531 days). This appropriately reflects many customers who enrolled during the height of the recession and remained in the program to complete long-term training.

SUCCESS STORY: JANE**Northeast Minnesota Office of Job Training**

In December of 2009, I received notice that my job would end effective February 6, 2010. Considering the national unemployment crisis and the local job market of 2010, I was scared! The Northeast Minnesota Office of Job Training came to our business and explained the Dislocated Worker program, which included training assistance. This was an

opportunity to become better qualified, improving my chances to compete in the dismal job market I read about in the headlines every day. I needed to overcome the challenges all job-seeking Americans were facing.

I was assigned to DW Counselor Rita Olness and began working with her to make a plan. Rita helped me explore all my options. After examining available training programs, I picked a two year program of interest to me at Fond du Lac Tribal and Community College in Human Services. I felt I could use my abilities which I had developed through life experience and years of customer service occupations to develop a new skill-set and really make a difference in the lives I touched. **This was an opportunity of a lifetime for me; financial assistance to go back to school!** My plan was to complete my training before my unemployment ran out. To do this, I took an average of 20 credits per semester. Rita encouraged me, was always available to assist me and celebrated my accomplishments with me. Services offered included: skill and aptitude testing, resume assistance, and financial assistance for mileage, tuition and testing/licensure fees required for employment.

On December 15, 2011, I completed my A.A.S. in Human Services, as well as my Chemical Dependency Certificate (an additional 18 credits) and a required unpaid 88 hour internship. All this in 18 months! My grades were very important to me and I worked very hard to maintain my GPA. I proudly finished school with a 3.96 GPA.

I was hired as a counselor at Lake Superior Center on January 9, 2012. My new job not only provides needed benefits, but I have more than doubled my salary. **None of these accomplishments would have been attainable for me without the support I received from the NE MN Office of Job Training. Thanks to the help I received, I am qualified to offer help every day to a population in need.**

Program Participants

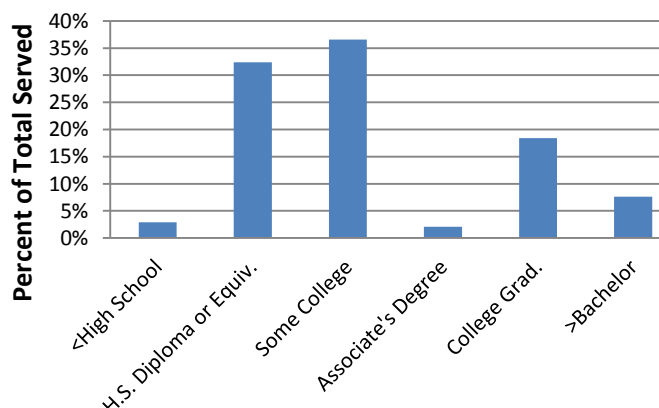
Individuals who can access services from the Dislocated Worker (DW) program can be:

- 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;
- Long-term unemployed; and
- Veterans.

To be eligible for the DW program, an individual must typically be eligible for Unemployment Insurance (UI), a temporary benefit available to individuals who are out of work through no fault of their own. Many UI applicants are seasonal due to the nature of their work; DW focuses on those who have lost their job permanently and are looking for a new career.

New employers that hire an individual following completion of DW program services benefit from a highly skilled employee, since many dislocated workers make significant advancements in education and career prospects from the time of layoff through the time they exit the program.

Figure 1: Highest Education Level at Enrollment



SUCCESS STORY: CHRISTINE

Minneapolis

Employment and Training Program



Christine had worked as an administrative assistant for four years at an architecture firm when she learned she was being laid off. “Before coming to the WorkForce Center, I had spent a year and a

half looking for work, and had little to show for it. I obviously needed some help. I signed up to take the Employment Ready U, (ERU) and that is when things really started to turn around for me. First of all, being somewhere at 8:00 AM every morning gave me purpose. Being surrounded by people who were in similar situations really put things in perspective. I had not realized that I had been in such an emotional unproductive funk, and those classes helped me climb my way out.”

After serious research and consideration, and with the help of her Dislocated Worker Counselor, Heidi Stardig Stay, Christine decided to pursue a Global Career Development Certification through Normandale Community College. **“The more classes I took, the more I became convinced that this new career path was something I could actually do and enjoy. My counselor sent me job leads, helped me with my resume, and helped me prepare for various interviews. I never felt judged.”**

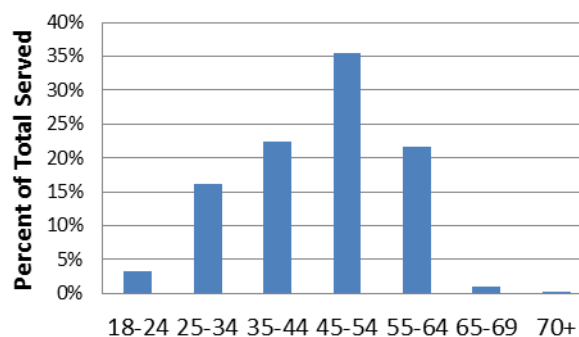
With a Bachelor’s Degree already behind her, and a newly completed certification under her belt, it was still a very tough job market, and finding employment was not easy. “Heidi encouraged me to consider working at a WorkForce Center,” Christine commented. With all of Christine’s hard work in the training she had completed, she was hired as a permanent Workforce Representative, with a wage comparable to her previous position, but in a career she loves, where she is making a difference every day.

“Through the Dislocated Worker program and ERU, I was able to find a job that I love and is a perfect fit for me. I would have never found this job without ERU, the supportive facilitators, and most importantly, the Dislocated Worker program.”

Enrollment Demographics

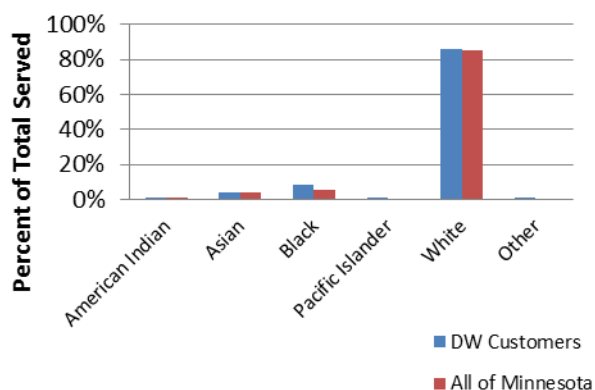
The Dislocated Worker program concentrates heavily on those with limited education – in fact, a third of enrollees have no education beyond high school (Figure 1). Another third has “some college”, but falls short of a two-year degree.

Figure 2: DW Customers by Age



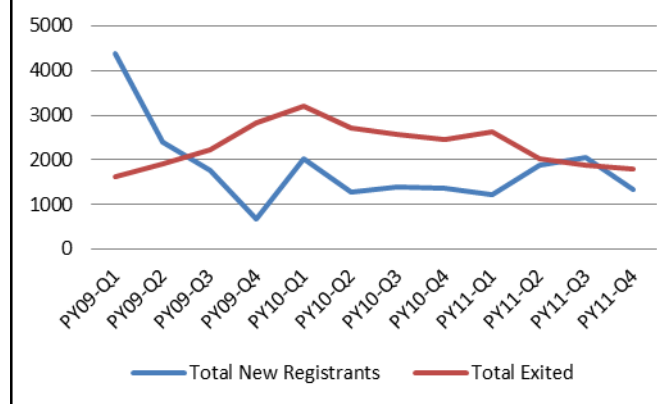
About thirty-five percent of program participants are between the ages of 45 and 54, and each age range of 35-44 and 55-64 account for just over twenty percent of program participants (Figure 2).

Figure 3. DW Program Customers by Race



The program serves slightly more men than women, and about 86 percent of our program’s participants identify as white, which is parallel to Minnesota’s population as a whole (Figure 3). Nine percent of program participants identify as black, greater than Minnesota’s general population.

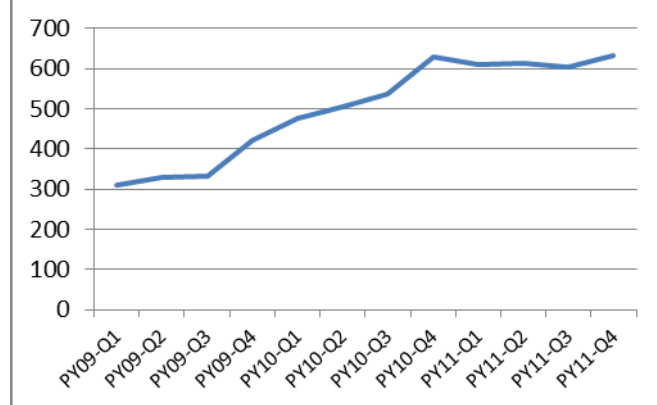
Figure 4. DW Program New Registrants and Exiters PY 2009-PY 2011



Enrollment Trends

New enrollments continued to slow in PY 2011, due to both a slowly improving economy and funding constraints on enrolling participants seeking services (Figure 4). Compared to PY 2010, several more areas of Minnesota were able to enroll customers immediately and begin with job counseling while the customer waited for funding to begin training.

Figure 5. Average Number of Days in DW Program



Over the past two years, the average number of days that customers have participated in the program has increased, also contributing to the decrease in new enrollments (Figure 5).

Focused Sources of Funding: NEG

During PY 2011, Minnesota continued to operate six National Emergency Grants (NEGs), expending \$2,045,838.85 to serve 1,564 individuals. Minnesota has always accessed disaster NEGs when appropriate, but since PY 2008, has been more likely to seek funding to serve those impacted by large layoffs. At the close of PY 2011, NEG staff closed out three grants that lasted between 15 and 27 months. On December 31, 2011, NEG staff closed out the BAE Systems grant that began on October 1, 2009. At the end of PY 2011, the NWA and Southern MN 2010 Flood NEGs were closed.

SUCCESS STORY: ALBERT

Central Minnesota Jobs and Training Services

I spent many years in the computer field. Like many, I was the occasional victim of layoffs due to downsizing, mergers and jobs moving offshore, but I always had my network to help me get that next job. Then when a friend asked me, as a favor, to join his construction company, I jumped at the chance to get away from the uncertainty and settle down with a secure job, or so I thought, right up to the day we had to close the doors.

I was without a job again, but this time after being out of my field for five years. The friends who helped me in the past were also looking for work or worried about their own situation, and the five-year gap on my resume was a big problem. I worked part-time for the U.S. Census Bureau, was a substitute teacher, mowed lawns, and did all I could to supplement my unemployment income, all while looking for full-time work that I just could not find. After a year of frustration I made contact with the Central Minnesota Jobs and Training Services at the Mora WorkForce Center. They helped me improve my resume, put me through a mock interview, and helped me register for LinkedIn. Most of all, the Dislocated Worker program assisted me with the training and certification process for Project Management – a critical component for getting an employer's attention.

Of the many job possibilities they made me aware of, one clicked for me this past February. I am now a full-time employee of Nemadji Research Corporation not far from my home and I'm happy to be part of the company. I wouldn't be in this job if it weren't for the guidance and assistance from the Central Minnesota Jobs and Training Services and for their role in working with NRC through my training period!

Rapid Response

Minnesota's Rapid Response team is the first responder to layoffs, ensuring a quick orientation to essential services. Rapid Responders find out about upcoming layoffs from any of a variety of sources: the employer, workers who have been or will be laid off, suppliers to the business, local government officials, local Rapid Response officials, and the media. The Federal Worker Adjustment Retraining Notification (WARN) Act requires that employers notify the government in the event of a mass layoff (defined as 50 or more workers over a 30 day period). Many employers will notify the state even if their layoff affects fewer than 50 workers.

Upon notification, a rapid responder meets with the employer to discuss the size, scope, and timing of the planned layoffs. As Minnesota improves its broader business services, the Rapid Response team also looks for opportunities to avert or minimize layoffs. If the layoff moves forward, the Rapid Response team informs all relevant stakeholders and schedules orientation meetings with workers, in which they provide information about UI benefits and the services offered by the DW program.

In order to facilitate a steady transition back to the workforce, most participants in the DW program access career counseling and some type of training. Upon first contact with a group of potential participants, members of the Rapid Response team ask these individuals to complete a survey that will inform the DW service providers of their most critical needs. In a recently completed Rapid Response survey, the three most commonly requested services were job replacement or access to job leads, resume and employment letter writing, and interviewing skills.

SUCCESS STORY: NANCY

Minneapolis Employment and Training Program



After working almost seven years as a program manager with a prominent university, an unexpected layoff led Nancy to the South Minneapolis WorkForce Center, where she was not exactly sure of what she'd find. Nancy knew that she had always been drawn to working with the elderly. The same day she was laid off, she

brought her father home from the hospital. He would need Nancy's help in the final year of his life. Nancy was now at a major crossroads, where she needed to determine what to do next.

Nancy began working with Heidi Stardig Stay, her Dislocated Worker counselor, to determine what skills and training she would need to gain to be more marketable in a tough job market. Although Nancy had a Bachelor's Degree in Speech and Communication, she did not have specific training in the field of social work related to elder care, an area with a good amount of projected job growth.

Through the Dislocated Worker program, Nancy was able to take classes in social work and spend time with her father before his passing. Focusing on a new career put a new wind in her sail, leading Nancy to complete a Master's Degree in Social Work on her own, while receiving support and encouragement from her counselor along the way. While in the program, and with some initial social work classes under her belt, Nancy landed a part-time position working at Ebenezer Minneapolis Campus as a Life Long Learning Coordinator. Upon completion of her MSW and obtaining licensed graduate social work status, Nancy secured a full-time position with the Metropolitan Area Agency on Aging, and a substantial increase in salary over the position she'd been laid off from. She also loves the work she is doing.

"I would not have remained hopeful without Heidi Stardig Stay's interest in me, and commitment to my professional goals. The Dislocated Worker program offered resources and the human contact that is often overlooked in job searches. I am very grateful for the training, job leads and funding for education and support. Thank you!"

Services Offered

DW counselors meet with participants to determine which services will result in the most successful outcome for the individual. Service providers offer a variety of flexible core, intensive, training, and support services with federal and state program funds.

If companies are losing jobs to foreign competitors, some workers may be entitled to additional benefits under the Trade Adjustment Assistance (TAA) program. An individual laid off from a trade-certified work site (per USDOL) may be eligible for a wider range of benefits, including additional training dollars and extended Trade Readjustment Allowance (TRA). In Minnesota, every TAA customer is co-enrolled in the DW program.

Core Services:

- WIA program eligibility determination;
- One-Stop services orientation;
- Basic skills assessments via MinnesotaWorks.net;
- Workshops for job-seeking skills;
- Self-service tools, including MinnesotaWorks.net;
- Job search and placement assistance;
- Career counseling; and
- Review of economic data and labor market information relating to one's desired field.

Service Related:

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

Training Services:

- Occupational skills;
- On-the-job training;
- Entrepreneurial support;
- Literacy and adult basic education;
- Job readiness; and
- Customized training.

Support Services:

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

For Aspiring Entrepreneurs

In addition to these services, Minnesota consistently seeks ways to better specialize our services and contribute to research that will impact future programming. Beginning in January 2009, Minnesota launched its second Project GATE: Growing America Through Entrepreneurship. The close of PY 2011 marked three years of program operation, by which point we had served 669 participants through business consulting to assist in launching or growing a business. In Minnesota, as well as in Virginia, Project GATE II is available to participants in the WIA DW program who are at least 45 years of age. As of December 31, 2011, when Project GATE II came to a close, participants in Minnesota had launched or grown 144 businesses, 123 (85 percent) of which have been operating for at least one year and 93 (44 percent) operating for at least two years.

Minnesota believes strongly in the success of the GATE-inspired strategies and is seeking legislation in January 2013 to enshrine key details into the state's Dislocated Worker and UI statute, so that this sort of programming can continue successfully.

SUCCESS STORY: TIM**Central Minnesota Jobs and Training Services**

I had been working for a company for almost six years. The position I held in the shipping department paid an hourly wage of almost \$21 per hour with great benefits. I enjoyed the position and my wife and I were living a very comfortable life. Life came to a screeching halt in January of 2009. I was working when a company employee came and escorted me to an office

where I found out I was being laid off permanently. I just couldn't believe it. My wife and I struggled with the news. I then found out about the Dislocated Worker Program and Trade Adjustment Assistance programs. I was soon in contact with a DW Counselor, Kristel Lastine, and TAA Specialist Marcy Voelker.

When I first met Kristel she greeted me with a huge smile and helped to pilot the entire application process. The process included learning about my strengths, figuring out where I would be able to fit back into the workforce, and get back to the economic status my wife and I held before. After careful consideration, my wife and I decided that nursing would be a great career to pursue. Kristel informed me that I would be able to attend school without having to worry about financial burden, as my training would be covered by TAA. Marcy was also wonderful to work with and helped us establish health insurance for a reasonable price through a program called Health Coverage Tax Credit. When I went home to tell my wife about these opportunities, we both broke down in tears. I was finally going to be in control of my life.

For the next three years I focused on school, starting in the summer of 2009. I managed to make the president's list seven out of nine semesters, ending up with a 3.9 GPA. Having Kristel's support really helped me to exceed my own expectations. Soon after graduation I was offered a position working in home care.

I have been working for a total of four weeks now for the first time in my life, I feel the work I do serves a purpose.

Every day I go to work full of passion to make a difference in people's lives. I am also making \$25.50/hour in a field that has a potential of offering significant pay increase as experience accrues; a significant amount more than I was making before I was laid off from my last employer. I am very grateful to the DW and TAA programs for giving me the opportunity to not only change my life but also the generations of my future family.

Minnesota's Service Process

Compliant with the Workforce Investment Act of 1998, the State of Minnesota established 16 WSAs as local partners. A local Workforce Investment Board (WIB) governs each area's priorities and operations. Within these 16 WSAs, a network of 48 WorkForce Centers employ hundreds of career counselors, providing the core and service-related support to Minnesota's dislocated workers. These counselors also research and approve the training provided by any one of a number of accredited educational institutions across the state.

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

- Arrowhead Economic Opportunity Agency;
- Career Management Services;
- Career Solutions;
- Employment Action Center;
- Goodwill/Easter Seals;
- HIRED;
- Lutheran Social Service;
- Minnesota Teamsters Bureau; and
- Quality Career Services.

Dislocated workers who are part of a closing or mass layoff are typically served through a project. Projects are slightly different from smaller layoffs, as the workers who are affected by these layoffs have the opportunity to form a volunteer committee. This group helps select a service provider and develop a plan for the services that will be offered for the project. Upon researching their options, customers grade the available service providers based on their performance, which informs future committees in future layoffs in their process of seeking high quality service provision. This method enhances quality and consistency among our service providers statewide.

A dislocated worker who is part of a small layoff can select a WorkForce Center, or one of the three authorized independent service providers (Career Management Services, Quality Career Services, and Minnesota Teamsters Bureau). The funds that serve these customers are distributed on the basis of a formula which takes into account the share of permanently separated workers in each WSA, along with other related factors.

Performance

Minnesota met or exceeded all four of our performance standards as negotiated with USDOL for the thousands of workers served by the WIA DW and MN DW programs in PY 2011.

Despite the challenges that accompany an economic recession, 14 of our 16 providers exceeded all four criteria. One provider exceeded three of the four and met the fourth. The final provider exceeded three of the four criteria and did not meet the credential and employment measure.

Brief Discussion: Cost-Benefit Analysis

TEGL 29-11 encourages states to look at program costs and provides alternative measures, beyond the commonly used “cost per participants”. Table 3 displays some of the alternative measures calculated for the WIA DW program.

Methodology

DEED staff calculated PY 2010 numbers including all customers served with PY 2010 funding as the population base. This means that the ratios include some customers also served in other program years. To select these customers, DEED staff filtered WIA Dislocated Worker program participants to include all those who a) had an enrollment date prior to the end of PY 2010 and b) had an exit date after the start of PY 2010 OR who have not yet exited the program.

DEED staff calculated PY 2011 numbers using information in the tables at the end of this report. It is important to note that, because of

time lags in data, PY 2011 estimates will be skewed upward (higher costs than actual). This makes them preliminary estimates.

Table 3: Efficiency Measures – Dislocated Worker Program

Ratio	Calculation	2010 Result	2011 Estimate
Cost per participant served by a counselor	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$1,052	\$1,176
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$1,309	\$2,290
Cost per Entered Employment (CEE)	$\frac{\text{Program expenditures}}{\text{First quarter exiters entering employment}}$	\$1,899	\$2,365
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$2,711	N/A
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained certification or degree}}$	\$3,171	\$5,774
Cost per \$1 in Post-Program Earnings (CPPE)	$\frac{\text{Program Expenditures}}{\text{Total exiters earnings in 2nd and 3rd post-program quarters}}$	\$.13	N/A

Customer Satisfaction

The 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 American Customer Satisfaction Index (ACSI), as used in the private sector. 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. We use 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.

Employers and job seekers reported consistently high levels of satisfaction with the Minnesota WorkForce Center system. From July 2011 to June 2012, job seeking customers across the state of Minnesota reported a MnCSI score of 76.8, exceeding the negotiated standard of 76.0 percent and representing an increase of 2.4 percent from PY 2010. Employers working with Minnesota’s job seeker service programs reported a MnCSI score of 76.2 percent, just under the negotiated goal of 77.0 percent.

SUCCESS STORY: TYLER

Southwest Minnesota Private Industry Council



Tyler Olson had worked for nearly four years at Farley's and Sathers in Round Lake when he received the news that the

plant would be closing. Nearly 200 people were affected by the layoff.

Upon hearing that the closing would be happening, we provided Rapid Response services through the Minnesota Department of Employment and Economic Development and our office of the Southwest Minnesota Private Industry Council.

We also applied for a Trade Adjustment Act (TAA) petition on behalf of the workers.

We approved Tyler's training plan to attend Minnesota West Community and Technical College in Worthington for the Law Enforcement Program, which would be financially supported by the Dislocated Worker program. Upon hearing that the TAA petition was approved, Tyler's application for training was also approved by the TAA unit.

Tyler attended Minnesota West and in conjunction with Hibbing Community College he completed the skills portion of the program graduating with honors in July, 2011. He has secured employment with the Nobles County Sheriff's Department as a deputy. Tyler will be responsible for the patrol of 722.33 square miles and the safety of 29 people per square mile.

Given Tyler's dedication, attitude, and level of responsibility, we know that we are in good hands!

Accomplishments from PY 2011: Dislocated Worker Program

- **Maintaining strong and consistent programming:** Our high program performance during program year 2011 reflects the strength of our local partners, the success of our competitive mass layoff project system, and the wisdom of co-enrollment with TAA where possible.
- **Serving 1,564 through National Emergency Grants (NEGs):** Grants staff tightly operated the Southern Minnesota Flood Disaster National Emergency Grant, along with six other NEGs with allocations totaling \$2,046,838.85. During PY 2011, we served 1,564 individuals using WIA NEG dollars.
- **Forging and maintaining inter-program relationships:** Minnesota continues to benefit from having workforce development, economic development, and UI under one agency “roof”. UI and Rapid Response work together daily to inform newly laid off workers of their options, TAA staff connect with Rapid Response and Trade Readjustment Allowance staff (within the UI division) to ensure seamless petition and application work; and state DW policy staff work together with Small Business Development Center staff and partners to deliver strong programming like federal Project GATE II.
- **Dual enrollment:** Minnesota continues to require co-enrollment of customers in the TAA and DW programs, leading to impressive outcomes statewide. Due to the implementation of The Trade Adjustment Assistance Extension Act of 2011 (TAAEA), TAA staff members trained counselors for each petition, redesigned the customer and counselor websites, and trained counselors on waivers and case management. TAA staff members facilitate continued and improved communication among DEED and counselors working in the field.
- **Ongoing staff development:** In April, we assembled our fifth annual conference for over 300 job-seeker counselors statewide, an effort which included DW, WIA Title 1B Adult, TAA, MinnesotaWorks.net, Veterans Employment, and related programs and resources. The conference served as a professional development opportunity and incorporated pertinent topics such as policy updates, economic and industry trends, customer recovery strategies, and service to special populations.

Looking Ahead: Goals and Priorities for PY 2012

- **Continued outstanding service:** As new enrollment demand on the Dislocated Worker program lightens, service providers can cease use of a priority of service policy and operate with less stress. We recommit to serving our job-seeking customers to the best of our ability and as efficiently as possible in order to maximize taxpayer dollars.
- **Continued focused sources of funding:** Minnesota continues to issue National Emergency Grants (NEGs) when appropriate. Staff members remain committed to serving individuals as quickly as possible in light of the unpredictable nature of large layoffs and natural disasters. In June, Minnesota experienced severe flash flooding in the northeastern part of the state, and we are looking ahead to operating a disaster NEG to employ 70 impacted workers with cleaning and repairing the damage caused by the floods.
- **Closer integration of labor market information in the rapid response process:** As encouraged by USDOL/ETA, staff with our DW program have partnered with Labor Market Information (LMI) and MinnesotaWorks.net staff to create the Occupations In Demand (OID) Tool. We have the ability to tailor this tool to the occupations and industries of those impacted by a layoff. It includes information about the transferability of skills used in those jobs along with occupations in demand that employ those skills.

- **Priority of service for returning Veterans:** As always, Minnesota offers full priority to Veterans and eligible spouses. As Veterans continue to return from deployment, service providers will reach out with a full suite of intensive services, advertising the Gold Card initiative for post 9/11 era Veterans. Additionally, Minnesota LMI staff is working to help translate job descriptions from time in the service to civilian labor market jobs.
- **Reworking client management system:** DEED is continuing the transformation and quality improvement of our case management system, Workforce One. This is a multi-year effort that will result in more effective, streamlined delivery of services among multiple programs, including those funded through the Workforce Investment Act. While the overarching goal is to recode the system to a .NET platform in order to maintain appropriate software support, the process encourages DEED partners and service providers the opportunity to provide input into improved usability.
- **Staff training:** We look forward to reconvening our annual job seeker counselor conference for the sixth consecutive year.

SUCCESS STORY: JEFFREY

Central Minnesota Jobs and Training Services



After two years working as a CNC operator at a local machine shop in Cambridge, I was part of a mass layoff, which happened to be just weeks after the birth of my first daughter.

I hadn't considered using the WorkForce Center until my previous employer had a meeting for all those affected by the layoff. I decided to talk with someone at the Mora office about what options I had. I found out I was qualified for the Dislocated Worker and Trade Adjustment Assistance programs, which provided tuition, book reimbursement, mileage, and lodging stipends. Mary, my Dislocated Worker counselor, led me through interest tests, aptitude exams, and in-demand jobs/careers which directed me to a career in health care. After researching nursing programs, I chose to attend the two-year Registered Nursing program at Lake Superior College in Duluth, with the help of my TAA Specialist Marcy. Less than a month after taking and passing my boards, I was offered an RN position at St. Clare Living Community. I work the overnight shift where I direct three nursing aides who assist with the care of 57 residents in the facility. After two years at my previous job, I was earning \$14.50/hr, and my starting wage at St. Clare was \$19.50/hr. **There is no doubt in my mind that without the assistance of Central Minnesota Jobs and Training Services and the DW/TAA programs, I would not have been able to make the career change and life change that will provide stability for my family for years to come. I can't say enough about Mary, Marcy, and everyone else that showed a personal interest in my success and my career.**

Adult Program

Challenges and Vision

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

Service providers in Minnesota offer high quality services to support those who struggle in their attachment to the labor force by:

- Ensuring coordination of state and local services;
- Connecting adults with the resources they need to achieve sustainable, well-paying employment;
- Fostering a positive environment to encourage adults as they seek jobs and strengthen regional economies; and
- Exceeding negotiated program performance measures.

For each customer, the overarching goal is employment or enhancement within his or her occupation. Generally, Adult program customers work to increase their earnings, retain employment, and diversify their occupational skills. In PY 2011, Minnesota's Adult program served 234,504 individuals. Of those, counselors worked one-on-one with 2,384 individuals and 232,120 were self-service customers, accessing services available in the resource areas of WorkForce Centers throughout the state. The Adult program continues to offer region specific and specialized training services to meet the diverse economic needs on customers in Minnesota.

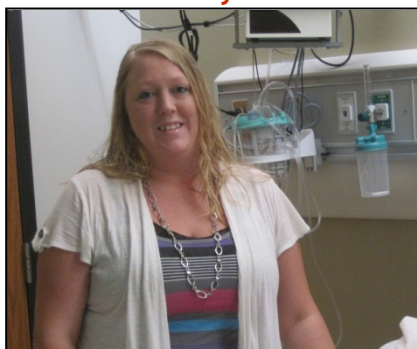
Services Offered and Provider Processes

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 WIA Adult services:

- Current job openings via MinnesotaWorks.net;
- Training for skills necessary for in-demand jobs;
- Classroom training, including training for non-traditional positions;
- Entrepreneurial training;
- On-the-job training;
- Vocational and personal counseling;
- Labor market information;
- Detailed assessment tools;
- Supportive services;
- Resource areas and equipment; and
- Referrals to other agencies.

When an individual is in need of supportive services to attain larger employment goals, service providers may offer financial help with one or more of the following, provided the resources are available:

- Transportation;
- Family care;
- Health care;
- Housing or rental assistance;
- Emergency health insurance;
- Emergency financial assistance;
- Tools and clothing;
- Personal, financial, and legal counseling; and
- Needs-based payments.

SUCCESS STORY: JENNY**Winona County**

"I'm just a single parent with three children trying to make a better living for my family." This is what Jenny thought as she arrived at the Winona WorkForce Center.

Unemployed, out of money and still needing to finish the semester, Jenny didn't know what to do. In addition to finishing the academic semester in her nursing program, Jenny needed to complete a clinical experience over the summer and pass the Practical Nursing Boards. During her initial meeting with Ann Nelson, her program counselor, Jenny learned that she was eligible for the WIA Adult program.

With additional financial support, Jenny worked diligently through her classes and clinical work. She passed the Nursing Boards on her first attempt and, within a month, found a substitute LPN job at a local school. Jenny then added a nurse aid job at a home health agency until a casual on-call position opened up, which quickly developed into a full-time job.

When working as a nurse's aide in home healthcare, Jenny figured out that she had a knack for the work and decided to open her own business. All during school she carried a yellow notebook labeled "Options Plus" on the front. As she learned more about the industry she noted the policies and procedures needed to open a home health business. She even met with the small business development representative for guidance. Today, Jenny owns her own home care business called Options Plus. The business is growing and "debt free."

"I was taught young that you have to work for everything. I love what I do now and am trying to grow the business to be even better and employ more people from the Winona County WorkForce Center."

Program Organization

In each of the 16 local Workforce Service Areas (WSAs), housing 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 upon available resources. The WIB is also responsible for strategic planning, program oversight, and coordination of resources.

The WIA Title1-B Adult program continues to operate within the same team and management as the Dislocated Worker (DW) and Trade Adjustment Assistance (TAA) programs. Through continued partnership, the programs are able to better coordinate policy design and state-level activities.

Program Participants

During PY 2011, 71 percent of Adult program participants were not employed at time of initial service, a lower percentage than the previous two years (Table 1). Almost 25 percent were receiving unemployment insurance benefits at that time, a similar percentage to PY 2010. Almost 40 percent received some form of public assistance, a significant increase from both PY 2009 and 2010.

Single parents comprised over 33 percent of participants in PY 2011, the largest percentage in recent memory (over 6 years). There were slight increases in the percentage of high school graduates, veterans, and persons living with a disability that presented a barrier to self-sufficiency.

Table 1: Participant Characteristics over time

Characteristic	PY 2009	PY 2010	PY 2011
Customers Served	4,000	3,247	2,384
Not employed at time of initial service	74.1%	75.0%	71.1%
Receiving unemployment insurance benefits at time of initial service	20.6%	24.6%	24.6%
Receiving some form of public assistance	28.7%	34.3%	40.2%
Not yet high school graduate at time of initial service	8.5%	8.4%	7.6%
Single Parent	26.5%	29.3%	33.3%
Veteran	2.2%	2.4%	2.7%
Living with a disability which presents a barrier to self sufficiency	7.7%	7.0%	7.9%
Older worker, age 55+	6.6%	7.5%	7.3%
Limited English-speaking ability	5.5%	4.5%	3.7%

Performance Evaluation

Each year, DEED and each applicable program negotiate performance standards with the USDOL. Minnesota uses several tracking tools and designated performance staff members to follow program performance during the year, allowing us to better understand the economic climate in each region. State administrators of Minnesota's Adult program, together with representatives from the DW program and TAA team, work to determine program performance and strategies to better serve customers. 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 keeping these jobs 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 we are not setting unrealistically high or low goals. Due to economic factors, Minnesota maintained the same performance standards as those in PY 2010.

With \$9,675,748 of funding for PY 2011, the Adult program has been successful in meeting all and exceeding three out of four of its annual performance goals as negotiated with the USDOL, serving 2,384 individuals as they sought to obtain or improve their employment.

Brief Discussion: Cost Benefit Analysis

TEGL 29-11 provided alternative, comprehensive cost-benefit analysis measures and encouraged states to measure beyond the commonly used “cost per participant.” Table 2 displays some of the alternative measures calculated for the WIA Adult program.

Many of the Adult program’s benefits are intangible and hard to quantify. Reduced spending on public assistance, UI, childcare, state-funded health insurance and reduced rates of incarceration are a few of the positive impacts of the Adult program that are not captured in Table 2 or in this analysis. They are, however, some of the most important benefits of the Adult program.

Table 2: Efficiency Measures – Adult Program

Ratio	Calculation	2010 Result	2011 Estimate
Cost per participant served by a counselor	$\frac{\text{Program expenditures}}{\text{Participants served by counselor}}$	\$3,520	\$4,059
Cost per Exiter (CE)	$\frac{\text{Program expenditures}}{\text{Total program exiters}}$	\$4,240	\$8,693
Cost per Entered Employment (CEE)	$\frac{\text{Program expenditures}}{\text{First quarter exiters entering employment}}$	\$6,122	\$10,621
Cost per Retained Employment (CRE)	$\frac{\text{Program expenditures}}{\text{Exiters Employed in Q2 and Q3 after Exit}}$	\$9,204	N/A
Cost per Individual Attaining a Recognized Degree or Certificate (CID)	$\frac{\text{Program expenditures}}{\text{Number of participants who attained certification or degree by the end of 3rd Quarter after Exit}}$	\$8,198	\$15,432
Cost per \$1 in Post-Program Earnings (CPPE)	$\frac{\text{Program Expenditures}}{\text{Total exiters earnings in 2nd and 3rd post-program quarters}}$	\$0.75	N/A

Methodology

DEED staff calculated PY 2010 numbers using all customers served with PY 2010 funding as the population base. This means that the ratios include some customers also served in other program years. To select these customers, DEED staff filtered WIA Adult program participants to include all those who a) had an enrollment date prior to the end of PY 2010 and b) had an exit date after the start of PY 2010 OR who have not yet exited the program.

DEED staff calculated PY 2011 numbers using information in the tables at the end of this report. It is important to note that, because of time lags in data, PY 2011 estimates will be skewed upward (higher costs than actual).

SUCCESS STORY: MISRAK

Washington County Community Services



Leaving an abusive relationship, Misrak moved to Minnesota from Chicago in 2009 to start a new chapter for herself and her two children. She arrived in Minnesota with no money, no job, and no place to live. Misrak dreamt of becoming a nurse so that she could be

financially independent and create a better future for her children. But first, she knew she needed some help. With the support of her family and Washington County Community Services, Misrak was able to provide housing and food for her children. With the help of the WIA Adult program, Misrak was able to start nursing school. Misrak started the LPN program at St. Paul College in the fall of 2010. In the fall of 2011, Misrak completed her program with an Associate’s Degree in nursing. In January 2012, Misrak took her boards and obtained her nursing certification. With the help of her case manager, Angela, and the workshops at the WorkForce Center, she was ready to start looking for employment. In April 2012, Misrak was hired as a LPN at the Woodlyn Heights long term care facility. **Washington County gave me all the support I needed; I am so fortunate and thankful for the help provided to me and my family. I would also like to use this opportunity to thank Angela for her amazing talent and professionalism. I can’t say thank you enough for all of the things she has done for me, she is one in a million.**

Performance Results

Of the 16 WSAs, 13 met or exceeded all four negotiated performance standards as outlined by US DOL for the Adult program. The remaining three WSAs met or exceeded three out of the 4 performance standards.

The four standards (Table 3) are:

- 80 percent rate of participants entering employment;
- 80 percent employment retention for six months or longer;
- Average semi-annual earnings of \$10,800 for each participant; and
- 66 percent of participants earning a credential.

Table 3: WIA Adult Program Measures

Adult Program Performance Measure	PY 2011 Standard ¹	PY 2011 Result	PY 2011 Target Ratio ²
Customers served	-	2,384	-
Entered Employment Rate	80.0%	79.3%	99.1%
Employment Retention	80.0%	84.3%	105.4%
Average Annual Earnings	\$10,800	\$12,780	118.3%
Credential and Employment Rate	66.0%	70.9%	107.4%

¹STANDARDS ARE NEGOTIATED WITH THE U.S. DEPARTMENT OF LABOR

²PY 2011 TARGET RATIO = PY 2011 ACTUAL PERFORMANCE LEVEL DIVIDED BY PY 2011 NEGOTIATED PERFORMANCE STANDARD, MULTIPLIED BY 100

Accomplishments from Program Year 2011: WIA Adult Program

- **Minnesota's WIA Adult program continues to be a vital support service for job seekers to increase their attachment to the workforce.** Given the disproportionate impacts of the economic recession on low-income job seekers and the tepid growth of the economy since 2009, the Adult program is more important than

ever in helping some of the most marginalized members of our workforce.

- **Minnesota's Adult program has emphasized continuous improvement at both the state and local level.** Minnesota has been working over the course of several years on a standardized Return On Investment (ROI) model. In 2011, this effort solidified the metrics that will be used in the ROI regression and began planning its communication strategies. The 16 local Workforce Service Areas (WSAs) have also been undertaking and reporting on their own continuous improvement efforts, which include performance-based contracting, training opportunities, and increasing the flow of information on best practices.
- **Minnesota's FastTRAC (Training, Resources, And Credentialing) Adult Career Pathways continues to address the skills gap in our state's economy.** Noted earlier, the Adult Career Pathways program continues to partner with the WIA Adult program to ensure complete services to eligible customers.
- **On-going staff development.** In April, we assembled our fifth annual conference for over 300 job seeker counselors statewide, an effort which included DW, WIA Title 1B Adult, TAA, MinnesotaWorks.Net, Veterans Employment, and related programs and resources. The conference serves as a professional development opportunity and incorporated pertinent topics such as policy updates, economic and industry trends, customer recovery strategies, and service to special population.

Looking ahead to the WIA Adult Program in PY 2012

- **Improve Performance.** While some areas of the state struggle to meet standards in a tough economy, Minnesota believes that we can continue to meet and exceed our negotiated performance standards. A combination of continued counselor development, general policy review, and other

technical assistance efforts will assist service providers as we work with these customers.

- **Better develop customers' soft skills and basic computer competencies.** Service providers and local WSAs have identified that employers across the state are looking to hire workers with these skills for their entry level positions. The most in-demand soft skills include teamwork, communication, and problem solving.
- **Prepare customers to enter high growth industries,** such as health care and manufacturing. Minnesota will train Adult program customers in these industries and other high growth industries identified at the local level. Innovative efforts at the local level include the creation of "pre-employment academies" (WSA 8) and the integration of FastTRAC Adult Career Pathways programming. Paired with Minnesota's Adult program, these efforts are vital to addressing our state's skills gap.
- **Increased services for veterans.** Service providers throughout Minnesota emphasize increasing services to veterans. One region (WSA 9) has undertaken a revolving loan program for post 9/11 veterans, demonstrating the capacity of innovative efforts.
- **Successfully manage the first year of the Adult Workforce Development Competitive Grant Pilot Program.** This new effort uses state money to increase the resources available to people living with disabilities, people in transition from public assistance, veterans, older workers, and minority groups. The Adult Workforce Development Competitive Grant Program is in a one-year pilot stage in which it has awarded grants to 12 service providers out of 44 applicants. DEED staff requested proposals in January of 2012, disbursed funds on July 1, 2012 and the pilot will end on June 30, 2013.

SUCCESS STORY: BILL AND CHRISTINA Minnesota Valley Action Council

We are grateful for the opportunity to share how Minnesota Valley Action Council (MNVAC) services helped us become successful individuals through the Adult and Dislocated Worker Programs.



Our struggles began after our son was diagnosed with neuro-cognitive deficits, Autism, and other sensory integration problems. It took a lot of testing and many trips to the children's hospital before we narrowed down his diagnosis and eliminated other, life-threatening possibilities. During this period Bill was working for a concrete company through the local union. I was going to school for my nursing degree and working full-time as an aide. Caring for our son was a challenge, but it paled in comparison to the challenges we faced when Bill was laid off and I lost my hours at work. We were desperate, afraid and uncertain. The medical bills continued to pile up and the income was gone. After much prayer and many sleepless nights we were told about MNVAC and that there might be some assistance. Gloria, a career counselor, helped us get a grip on our lives and make a plan for the future. I continued to stay in school and Bill was encouraged to enroll in a program that would provide job security. **We still had hardships; we ended up losing our home and had to move. We were able to stay in school through MNVAC's assistance, however, and continue building our future.**

Today we are both college graduates working full-time. Bill is a Civil Engineering Technician and is overseeing construction projects in Southern Minnesota. I am a Registered Nurse in psychiatrics. We have been blessed with another child and finally sleep well at night knowing that we are able to be the best parents and spouses we can because we have established security for our future and our children's future.

Youth Services

Shared Youth Vision and Priorities

Minnesota supports partnerships to leverage resources and opportunities that help young people - the future workforce – attain the skills, knowledge and aptitudes to become productive workers in the 21st century economy. Even during tough economic times, Minnesota's youth workforce system has the capacity to improve youth outcomes.

Minnesota's vision for services to youth includes:

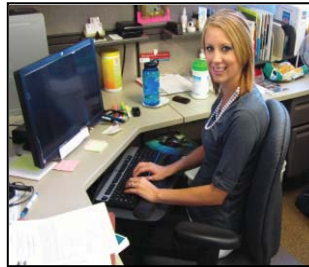
- Coordination of resources at the state and regional level;
- Connecting youth with quality educational and employment opportunities;
- Creating a positive environment for in-demand jobs important to regional economies; and
- Performance accountability while still serving the neediest youth.

The high quality of Minnesota's youth programs influences the participation of youth, the satisfaction and retention of youth workers, and the impact programs have on young people, families and the community. Investments in promoting quality pay off. Cost-effective youth services reduce future costs of out-of-home placement, public assistance and the juvenile justice system, and:

- Exposure to work/careers in high school improves employment prospects and short, medium and long-term earnings.
- Teens in low-income families have the least access to jobs, especially jobs that combine part-time work and school.
- Work experience and work-related education have clear employment and income benefits for low-income youth/families.

SUCCESS STORY: HOPE

Stearns-Benton Employment & Training Council



I lived in foster care from the age of 5. At the time that I aged out of foster care, I dropped out of high school and began using drugs. When I found out I was expecting a child, I quit using drugs and enrolled in Adult Basic Education to

earn my GED. After my child was born, I completed my GED, secured a job and obtained my Certified Nursing Assistant license. I qualified for the WIA Youth Program and enrolled after completing a basic skills and career assessment. I knew that I would need to have better math skills to pursue a college degree. With the help of my career planner, I applied for financial aid and enrolled in the St. Cloud Technical and Community College.

Because I was in foster care, I found out that I was eligible for the Education Training Voucher (ETV) program through the Department of Human Services. I needed a mentor to apply for the ETV. My career planner helped me apply and I was awarded an ETV to help me with my education. When my second child was born during the spring of 2010, I asked my career planner to help me figure out how I could continue going to school. We met with the Dean of Student Affairs and made arrangements to obtain my homework ahead of time so I was able to return to college one week after my second child's birth.

I am pursuing an AAS Degree in Health Information Technology (HIT) through the St. Cloud Technical and Community College and plan to graduate spring semester of 2012. Without the help of the WIA Youth Program and the assistance from my career planner, I would not have attended or been this successful in college. I have a 3.60 GPA and am proud of it. Before, I had no goals. Now I have goals and the desire to succeed and am ready for the working world.

Quote from Parent

"This was a wonderful opportunity for our son! He matured with a newfound appreciation for working, saving money, getting along with peers, making decisions and most of all learning new skills! Thank you again for this opportunity."

Comprehensive Services

Minnesota's WIA Youth Program served 4,593 youth in PY 2011: 41 percent of the youth served had a disability; 43 percent were from communities of color; 33 percent were from families receiving public assistance; and 18 percent were system-involved youth (foster youth or juvenile offenders). Minnesota's youth unemployment rate was 19 percent in 2011, and double that for youth from communities of color.

LWIBs and Youth Councils provide leadership by serving as a catalyst to connect youth with quality secondary and post-secondary educational opportunities and prepare youth to compete for new jobs important for regional economies. Youth service providers prioritize services to those who are most in need and develop a mix of services based on an assessment of each youth. Short-term goals are updated and reassessed as the participant moves through the program. Long-term goals relate to educational attainment and placement in employment, education and/or training.

Different populations of youth have different needs. Language and cultural issues are a factor in designing and providing quality services. The WIA Youth Program can provide the skills and knowledge to help youth become leaders in their own communities. WIA youth service providers view leadership skills as a valuable workforce skill. Youth Councils often include as members, former participants, and young leaders from low-income backgrounds who rose above overwhelming challenges.

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

- Paid and unpaid work experiences and internships;
- Adult mentoring;
- Leadership development;
- Occupational skills training;
- Alternative secondary school services;

- Comprehensive guidance and counseling;
- Support services;
- Summer employment opportunities;
- Tutoring, study skills training/dropout prevention strategies; and
- Follow-up services.

SUCCESS STORY: TREVOR

Northeast Minnesota Office of Job Training



Trevor wants to be a mechanical engineer. Trevor has been a participant in the Northeast Minnesota Office of Job Training Youth Employment Program. He worked as a custodial

engineer for the school system in Cloquet and now the school system has hired Trevor as a permanent employee at \$14.00 an hour. His supervisor is impressed with Trevor's strengths in science and describes him as an overall great employee.

Trevor is attending Fond du Lac College for his first year of post-secondary training under a tuition grant award through the Office of Job Training's Youth Program. This is an important component of the program that helps pay for tuition and books and has assisted hundreds of students like Trevor attain a college education.

When asked to describe what the Youth Employment program did for him, Trevor aptly said, "It is a great opportunity for kids to get into the workforce and start building references for the future." Trevor is a shining example of how the Youth Employment Program has a huge impact on participants by providing access to employment and training opportunities that otherwise might seem out of reach. By working through the Youth Employment Program, Trevor learned the benefits of a strong work ethic and post-secondary training, opportunities that help create a strong regional workforce.

Community Solutions for Opportunity Youth

Minnesota's commitment to improving services to the neediest youth is reflected in its Shared Vision for Youth (SVY): "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 life-long learning." This vision statement 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." DEED posted a SVY web page to show the capacity of on-going interagency projects which further the goals of serving opportunity youth and achieving successful youth outcomes. See our [SVY web page](#).

The goal of the interagency projects is 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
- Homeless 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 who are disconnected from both school and jobs. Quality programs can have a positive effect on young people, their families and the community.

SUCCESS STORY: DOMINIQUE

Workforce Development, Inc. (Southeastern Minnesota)

Dominique dreamed of working in the social services field. As a mother, she wanted to help other teen parents. She applied for a position in the Teen Parent Program of Workforce Development, Inc. in Rochester, Minnesota. Dominique worked with youth from the community in a Youth Resource Room designed to assist youth and young adults in any aspect of job search and retention. She also



managed the Clothing Closet designated for youth in the community who are homeless or need professional attire for a job interview. She took on additional responsibilities by operating the front desk and she was the first person the customers had interaction with as they entered Workforce Development, Inc.'s doors.

While successfully completing a work experience under the Teen Parent Program, she applied for an internship with Social Services for Olmsted County. This opportunity opened up many doors for Dominique. She enrolled in the Fall Semester Human Services Program and entered the Domestic Violence Mentor Training Program.

Quote from Youth Participant

"This program has helped me in setting and accomplishing my goals. My Career Planner is there to advise me and support me with school. As a former foster child, I do not always have someone to talk to if I run into a problem and my Career Planner is there to guide me with the next step to take in school. If I didn't have the services of the program, I don't think I would be able to be a full-time student, participate in the work experience and be a full-time mommy."

Promoting Work-Based Learning Opportunities

Minnesota's successful implementation of the WIA Youth Recovery Act in 2009, and the TANF Summer Youth Program in 2010 provided an opportunity for WSAs/youth service providers to build relationships with new employers, including private sector employers. LWIBs are comprised of 51 percent business representation which ensures that business members have both input and ongoing oversight of program development and can provide program leadership with feedback on employer needs. 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.

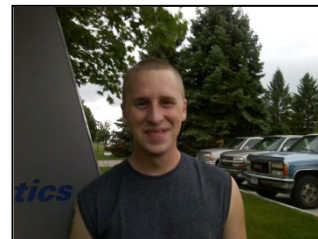
Examples of Summer Jobs Under WIA Youth

Landscaping, manufacturing, teacher's aide, health care worker, property maintenance, animal care, construction, painter, library assistant, pharmacy aide, child care worker, cosmetology assistant, resort worker, greenhouses, parks and recreation worker, recycling facility employee, receptionist, engineering assistant, laborer, groundskeeper, retail, forest worker, wood worker, store manager, physical therapy aide, street maintenance worker, payroll accountant, energy audit surveyor, marketing assistant, auto body trainee, housekeeping aide, water treatment plant helper, radio station DJ aide, bike repair, certified nursing assistant, tutor, baker's aide, museum aide, senior care, customer service representative, electrician apprentice, park maintenance, weatherization worker, computer lab assistant, custodial worker, horticulture assistant.

SUCCESS STORY: CHRIS

Central Minnesota Jobs and Training Services

In April of 2010, Chris was unemployed and received public assistance. Chris met with Jen, CMJTS youth employment specialist, and together they decided the Youth Program would be a good fit to help Chris reach his education and self-sufficiency goals.



A work experience opportunity opened up for Chris at Minnesota Rubber and Plastics in Litchfield through the CMJTS Workforce Protégé program – a partnership between CMJTS and private business. “It has made a difference in my life because it was an opportunity to learn new skills and to show what I can do and how I work,” said Chris. “I learned a lot about maintenance while working at Minnesota Rubber. They showed me how to repair machines and how they work so I know the basics. Minnesota Rubber was a good worksite for me because I love to work with things – I’m really a hands-on person.”

“Jen was really supportive,” Chris added. “She was always looking after me by asking me how things were going. She made a point to do everything in her power to get me help on what I needed. The program is very useful and I wouldn’t change anything about it.” Chris earned his GED and successfully completed the Workforce Protégé program. He is currently working full-time at Minnesota Rubber and Plastics.

Benefits of WIA Youth Employment

WIA Youth programs engage an extremely disadvantaged group of young men and women. Youth participants have multiple challenges such as substance abuse, criminal records and mental health issues, in addition to being poor. Preparing youth for the workplace can take many forms. Meaningful work experiences provide youth with invaluable opportunities to learn about careers and to gain the skills necessary to succeed in the workplace.

Benefits of participation in youth employment activities include:

- Hands-on learning strategies to improve youth grades, attendance and graduation rates. Applied learning increases youth engagement, as well as access to post-secondary education.
- Participants have an awareness of skills and competencies needed to satisfy employer requirements.
- Participants are highly positive about their program experiences. They remark on the high quality of youth workers who “stick with them” until they understand a concept or a problem, and worksite supervisors who were mentors.
- Sets high expectations and high standards of responsibility, respect and hard work. The high expectations, combined with support from staff, create an environment where real and sustained growth can take place.
- Work experience with tangible results is valued by youth participants and is a reminder to the community of the value of the contributions of these young people.
- Connects disadvantaged youth to other community resources and provides community service and leadership opportunities.

DEED’s website includes positive media coverage and success stories that focus on the

achievements of Minnesota’s WIA Youth participants. See the success stories at this [web page](#).

SUCCESS STORY: SPIKE

Rural MN Concentrated Employment Program



Spike is a 20-year old youth who started working with Rural Minnesota Concentrated Employment Program (RMCEP) while he was still in high school. Spike had opportunities to work on a few different worksites and develop his soft skills as well as gain direction for a career path. During his employment in RMCEP, Spike earned his high school diploma, and a Gold National Career Readiness Certificate (NCRC) Certification, and obtained a ServSafe foodservice credential.

Spike said that he would most likely not have attained any of these milestones – including graduation – if it were not for his participation with RMCEP. Most recently, Spike has been involved with a new worksite where they are starting a restaurant from the ground up. He said that this experience has solidified in his mind that he would like to pursue a career in the food service industry. Once the restaurant is open for business, there is a high likelihood that RMCEP will be able to provide a contract for Spike that will enable him to become a permanent employee and start on his career path.

Quote from Parent

“This program gave my son an opportunity to work on occupational skills that he would not have had. He has earned a reputation as a dedicated and capable worker. He has a reference from his supervisor which will go a long way in our small town toward his being employable after high school.”

Youth Councils

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

Youth Councils:

- Assure that the youth service strategy fits into the overall vision and strategic direction for workforce development established by the LWIB.
- Prioritize services to youth most in need and assure that youth from all backgrounds can connect to work, school and service.
- Promote effective learning environments linking education and employment, leadership development, nurturing mentors and sustained support for at-risk youth.
- Reconnect out-of-school youth who enter the youth workforce system to an educational program where they earn a high school diploma and transition to post-secondary training.
- Identify eligible service providers under WIA and MYP and provide oversight to performance-based programs.
- Leverage resources to effectively serve youth.
- Initiate youth summits or focus groups to enhance service coordination and identify youth needs and service gaps.

Minnesota developed a Youth Council Resource Guide, which is a compilation of best practices providing a snapshot of cooperative youth partnerships underway in Minnesota's 16 Workforce Service Areas. See our [youth council guide](#).

SUCCESS STORY: GRACEY

Northwest Minnesota Private Industry Council and Inter-County Community Action Council



Official White House Photo by Pete Souza

Gracey Ibarra, a Workforce Investment Act (WIA) Youth Program participant from northwest Minnesota, visited first lady Michelle Obama and then joined her for the president's American Jobs Act announcement before a joint session of Congress.

In addition, she shook hands with President Barack Obama, and met U.S. Secretary of Labor Hilda Solis, U.S. Senator Al Franken and other government and association leaders.

"To those who say the phrase 'investments in the American worker' is just Washington doublespeak for irresponsible spending – to those who say we can't afford to invest in skills training vital to putting this country back to work – I say: Meet Gracey Ibarra," wrote Solis in her blog post about their conversation.

Ibarra, who is Latina, became interested in pursuing a medical career after becoming a Certified Nursing Assistant (CNA) two years ago. She received her certification while enrolled in the WIA Youth Program through Inter-County Community Action Council. Her advocacy for the program led to her invitation to the White House and visit with the secretary.

"Secretary Solis told me she was happy... that I was doing so well with my life and pursuing a nursing career, even with two kids!" said Ibarra. After receiving her CNA, Ibarra landed a job at her local hospital making \$10.59 an hour. And because the hospital desperately needs registered nurses, they've offered her a scholarship so that she can continue her education and fulfill her dream of becoming a registered nurse.

Quote from Worksite Supervisor

"If I had my own business, I would hire him."

Quote from Youth Participant

"I learned many skills that I can take with me to other jobs."

Providers

Minnesota's LWIBs provide services through a network of public and private nonprofit youth service providers and WorkForce Centers. Workforce Services Areas (WSAs) offer youth services as specified in their Integrated Local Service Plans under WIA. Youth Service Providers are held accountable to the LWIB and Youth Council, which are responsible for strategic planning, program oversight, coordination of resources, and selection of youth service providers.

DEED's Office of Youth Development emphasizes local flexibility in designing the mix of youth services. DEED's network of business services specialists serve as liaisons between the business community and the workforce development system, helping to identify the needs of local employers. Strong relationships between the partner agencies in the local WorkForce Centers provide ease of access and referral between programs.

Successful implementation of youth programs relies on the availability of coordinated services for Minnesota's neediest youth. The Local Workforce Investment Boards (LWIBs) and Youth Councils help to ensure collaboration across agencies responsible for workforce development, education, social services, corrections, housing, health, Rehabilitation Services, State Services for the Blind, Job Corps, the business community and Chambers of Commerce. Collaborative efforts lead to shared outcomes for all youth-serving partners.

Quote from Worksite Supervisor

"Wonderful opportunity for kids to explore career options and gain valuable work experience."

SUCCESS STORY: JENA

Northwest Private Industry Council Inc. and Inter-County Community Action Council



Jena, currently a senior at Marshall County Central School in Newfolden, participated in the summer work experience portion of the WIA Youth Program. Jena was a youth who had barriers to employment. She lacked work experience and had special needs on which she was working through her Individualized Education Plan at school.

In her first work experience, Jena learned how to complete job-specific tasks and work readiness skills. The Agassiz National Wildlife Refuge employed Jena and the staff could not find enough positive things to say about her. She completed many hours of outside maintenance work, such as mowing and boundary signing. She was also able to help staff with data entry and clerical work. This past summer Jena worked in maintenance and groundskeeping at the Lutheran Social Services-Granville Group Home in Karlstad. Jena expressed a strong interest in working with the residents, and eventually applied for an unsubsidized position. After submitting her application and interviewing, the Karlstad facility hired Jena as a direct support professional. The program director stated, "Jena's attendance and superb work ethic proved worthy!" Jena successfully completed her first aid and CPR training. She is currently working on medications training. Jena believes that she may want to work in this field after graduating from high school next spring. She is exploring the possibility of pursuing a college degree in a professional field that will allow her to help others.

Work Readiness Training

Youth programs prepare young people for the workforce with relevant skills and knowledge for the future. Youth have hands-on opportunities to apply skills they learn in the classroom:

- **Inquiry:** Fostering a curiosity and desire in youth to develop new skills and to explore new areas, such as green jobs.
- **Technology:** Exploring and becoming familiar with current technologies.
- **Science, Engineering and Math Skills:** Practicing vital skills to enhance mastery.
- **Decision Making and Daily Living:** Learning important time management skills and practicing decision making.
- **Interaction with Others:** Working with diverse groups of people and learning how to work together to reach goals.
- **Positive Attitudes and Behaviors:** Teaching young people about the importance of attitude in the workforce, about being on time and having the confidence to solve problems.

Youth service providers integrate work experiences with related work readiness training and leadership development. Work readiness topics include:

- **Foundation skills** such as communication skills, teamwork, decision making, problem solving, conflict resolution, work habits, customer service, responsibility, appearance, integrity, leadership, and time management.
- **Job-seeking skills** such as portfolio-building (resumes, cover letters, references), job applications, entrepreneurship, interviewing, networking, and transitional planning into unsubsidized jobs.
- **Career planning** including career assessments and continued education.
- **Financial literacy** such as budgeting, use of credit, opening of bank accounts.

- **Industry-specific training** relevant to the work experience.
- **Basic skills** including math, reading and computer literacy.

SUCCESS STORY: BOMA

Northwest Private Industry Council and

Inter-County Community Action Council



Boma is a delightful, intelligent young woman who graduated from Crookston High School in 2011 at the age of 15. Boma is not only an

excellent student but a singer as well.

As a high school senior, she auditioned for the Northwest Regional Arts' Council and won a scholarship for voice lessons at the University of North Dakota in Grand Forks, North Dakota.

Boma, her two siblings and her parents moved to the United States from Nigeria, Africa when Boma was fourteen. At the age of fifteen, she enrolled in the Inter-County Community Council's Youth Employment Program and worked at the local Food Bank where she did everything from stocking shelves, to filing receipts and loading boxes on to pallets. Every task she was asked to do was done to the very best of her ability. The Food Bank staff appreciated her ability to help in various departments.

Boma was a freshman at the University of Minnesota Crookston (UMC) in the fall of 2011. She also had a job at the UMC Writing Center as a tutor for the English Language learners. Boma's goal is to complete the Certified Nurses Course. "I look forward to becoming a doctor, a surgeon probably." Her mother says, "For her age, she likes challenges," she said. Boma is a Health Sciences Pre-Med Major at the UMC. She has set a goal of finishing in three and one-half years instead of four. She is never without a goal for her future.

Quote from Worksite Supervisor

"It was a joy to see the youth grow both personally and professionally."

Performance Results

Minnesota's WIA Youth Program served 4,593 youth in PY2011. Minnesota met or exceeded all planned performance goals in PY 2011. Table O includes WSA-level performance data.

Table 5:
Minnesota Met or Exceeded ALL WIA Youth Statewide

Performance Measure	PY 2011 Target ¹	PY 2011 Result	PY 2011 Target Ratio ²
Younger Youth Skill Attainment	90.0%	94.3%	104.8%
Younger Youth Diploma/ Equivalent	75.0%	88.8%	118.4%
Younger Youth Placement and Retention	70.0%	79.7%	113.9%
Older Youth Placement	75.0%	70.4%	93.9%
Older Youth Retention	78.0%	87.3%	111.9%
Older Youth Wage Gain	\$3,800	\$4,424	116.4%
Older Youth Credential	55.0%	54.3%	98.7%

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

²PY 2011 Target Ratio = PY 2011 actual performance level (i.e., Result) divided by PY 2011 negotiated performance level (i.e., Target), multiplied by 100.

Quote from Parent

"This program is very crucial to the skill development of my child. It is an awesome employment opportunity."

Performance Accountability

DEED's Office of Youth Development completed an analysis of WIA Youth exiters from PY 2004 to PY 2010, and developed a chart that depicts Minnesota's commitment to serving the neediest youth (see:

http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/ServedByWiaYth.pdf).

Youth with disabilities are served at a level that is three times the national average; Foster youth, juvenile offenders, homeless youth and runaways, twice the national average; American Indian youth, eight times the national average and Asian American youth, three times the national average.

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.

DEED's Office of Youth Development completed an analysis of WIA Youth performance outcomes for youth from communities of color (see:

http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/WIAPerformUSVsMnCommColor.pdf), and youth with disabilities and out-of-school youth, including dropouts (see: http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/WIAPerformMNvsUSDisabilitiesOTS.pdf).

As funding levels have fluctuated, LWIBs/Youth Councils directed youth service providers to prioritize services to the neediest youth.

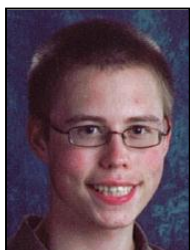
Who Is Targeted For Services?

The WIA Youth Program improves the long-term job prospects of young people by providing basic skills, work readiness skills, occupational training, and citizenship skills. WSAs/youth service providers create opportunities for youth that integrate key programmatic components such as preparation for post-secondary opportunities, linkages between academic and occupational learning, connections to the local job market, and appropriate follow up services. 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
- Requires additional assistance to complete an educational program, or to secure and hold employment.

SUCCESS STORY: NICHOLAS

Southwest Minnesota Private Industry Council

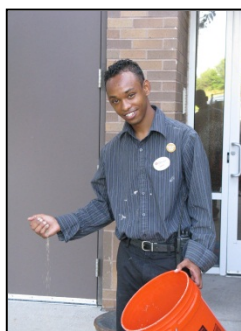


Nicholas (Nic) is an 18-year-old from Luverne. Nic was eligible to participate in Southwest Minnesota Private Industry Council's Youth Program by being on a current Individual Employment Plan (IEP) through the high school. Nic was on a paid work experience at a local food establishment from

September 2011 through May 2012, having the primary responsibilities of busing tables, prepping vegetables and cleaning. Nic had very little involvement in school or the community prior to participating in the Youth Program. In one year, Nic has made major strides towards independence by joining the cross-country team (first year) and making it to State as an alternate. He has also gained skills through unsubsidized employment at his work experience site. Nic is on track to graduate from high school in May of 2013.

SUCCESS STORY: DAVID

Washington County WorkForce Center



David lived in foster care when he came to the Washington County Youth Program. He worked his first summer with a crew from Tree Trust completing landscaping projects in a local park. The next year, David participated in a Construction Trades Program through

Northeast Metro 916 Career and Technical Center. The program provided classroom and hands-on learning. The participants built a house. The project was not fully completed by the end of the school year, so the Youth Program provided wages for David to work on the construction project during the summer. This allowed David to expand his construction knowledge and earn a paycheck.

David completed high school and his youth counselor felt that David was ready for an individual placement. A work readiness experience was developed at a local hotel assisting the hotel's engineer. The engineer was very impressed with the skills that David brought to the job from his experiences with the construction program: "David is always on time, tries his best and does what is expected of him." David was hired permanently by the hotel when his work experience was completed. He plans to expand on his skills by completing a business degree.

Quote from Youth Participant

"Growing up I never thought I'd be interning for one of the biggest privately held companies at age 16, and I also never thought I'd be working with the highest level IT's at Cargill and be mentored by them!"

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. For white participants the rate 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.

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.

SUCCESS STORY: CHRISTY

South Central Workforce Council and Minnesota Valley Action Council



Christy enrolled in the Temporary Assistance for Needy Families (TANF) summer youth program in 2009. She was just 17 years old and a single parent with a one-year old son. She was also on an education plan for Minnesota Family Investment Program (MFIP) to complete

high school requirements. Christy was looking at building a solid future for her and her son. Christy worked her first summer enrollment at the Past'n Present Antiques and Gift Store in Waseca.

Christy now has her driver's license, purchased a car, moved out of her parents' home and found affordable housing. Past 'n Present has hired Christy. She completed her Certified Nursing Assistance (CNA) certification, with financial assistance through the Minnesota Valley Action Council of Excellence Award. She was awarded this scholarship at the Lions' Club High School Honor's Banquet this past spring. Christy was also the student speaker at this year's Waseca Area Learning Center graduation ceremony.

Christy worked hard in completing her portfolio, in updating her resume and in applying for area CNA positions. Christy started working as a CNA for Traditions of Waterville, an assisted living facility, and is now making \$10 an hour. Christy was able to close her MFIP case because of her increased earned income. South Central College (SCC) has accepted Christy and she plans to start this fall. Christy's goal is to become a dental hygienist. She is planning on taking her generals at SCC and then transferring to Mankato State University to the dental hygienist program.

Quote from Youth Participant

"I am very grateful for the many doors opened through my time at the YWCA. I do not plan on this being the end, I hope to continue to achieve great things and graduate from college."

Sustaining Impact of ARRA Investments

The WIA Youth Recovery Act funding allowed Minnesota to almost triple the number of youth who had job opportunities at a time when unemployment rates among youth were at the highest level in a generation. Minnesota employers provided a safe, nurturing work environment for over 7,000 additional youth in PY 2009. Earnings were infused into local communities and youth were exposed to career pathways in high-demand sectors such as health care, green-related work, manufacturing, information technology and construction. Under the Recovery Act, participation rates increased for youth ages 22 to 24, who had either dropped out of school or graduated but had no post-secondary training. Many of the 22 to 24 year olds had never worked before. Many new worksites came on board as local areas expanded summer employment opportunities and work experience, improving participants' demonstrated employability skills through work readiness training. Without Recovery Act resources, about 10,000 applicants each year are turned down for lack of space in the WIA Youth Program.

WIA Reauthorization Recommendations

There is a need for a clear and common definition of "industry recognized credentials" across systems and federal agencies. Currently, WIA, Wagner-Peyser, Vocation Rehabilitation, ABE and other workforce partners use different definitions. Nationally recognized work readiness credentials should be included in performance measure calculations of credential rates under WIA, not simply classified as performance "indicators."

There is a need to standardize the definition of "dropout" across WIA Youth and Youthbuild. The definition of dropout under the federal Youthbuild Program allows youth in alternative schools to be classified as dropouts as long as their participation in the alternative school program is part of a sequential service strategy.

The same definition should be adopted for WIA Youth.

There is a need to streamline the eligibility process. Under WIA Youth (at present), youth with disabilities may be considered a "family of one" for purposes of income determination. The family of one classification under WIA should be extended to other at-risk youth, such as: juvenile offenders, foster youth, homeless youth, teen parents.

SUCCESS STORY: KIMBERLY

Anoka County Job Training Center



As a participant in the 2011 Summer Youth Teen Parent Program, Kimberly was able to work on obtaining her GED while gaining valuable work experience and trade skills. Kimberly was referred to the program by her MFIP counselor. She was interested in obtaining a customer service or clerical position.

Prior to her placement at Fridley Optical, she only had four months of retail experience. While working at Fridley Optical, Kimberly was often the face of the business, greeting and checking in customers, answering the phones and assisting in every area. She was trained on how to grind lenses, assemble eyewear and fit frames for customers. Fridley Optical plans on offering Kimberly regular term employment as soon as she obtains her driver's license. The owner of Fridley Optical said that Kimberly's big smile and great attitude has been a hit with the customers. Kimberly is also planning to test for her GED in the near future. Her participation in the Teen Parent Program has increased her marketability in the private sector, increased financial stability for herself and her son and increased confidence in her skills and abilities.

WIA Youth Co-Enrollment Options

Minnesota Youth Program (MYP)

Thanks to the Minnesota Legislature's investment in the Minnesota Youth Program, our state has the infrastructure in place to provide services to youth who face obstacles to reaching current and future job demands. When unemployment rates among Minnesota youth are at their highest level in a generation, the \$3.5 million investment in MYP results in services to an additional 3,500 at-risk youth each year.

Operated under the oversight of the LWIBs/Youth Councils, 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.positivelyminnesota.com/All_Programs_Services/Office_of_Youth_Development/Programs_for_At-RiskYouth/Minnesota_Youth_Program.aspx.

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 SFY2011, 371 youth were served: 93% obtained a diploma or GED, 89% were placed in employment, post-secondary training, apprenticeship or the military. The USDOL funded four federal Youthbuild Projects: three in rural Minnesota (Bi-County Community Action Program, Leech Lake Reservation and Red Lake Reservation) and one in North Minneapolis (Tree Trust). DEED's Youthbuild webpage includes program summaries, location of state and federal programs and best practices (see: http://www.positivelyminnesota.com/Programs_Services/Youth_Services/PDF/SFY11_YB_AR.pdf).

SUCCESS STORY: FATHI

Central Minnesota Jobs and Training Services



Fathi is a 20-year-old single mother of one child. She called the Willmar WorkForce Center to see if she would qualify for a tuition grant for certified nursing training at Ridgewater College.

Central Minnesota Jobs and

Training Services (CMJTS) youth staff enrolled Fathi in Temporary Assistance for Needy Families (TANF) and the Minnesota Youth Program (MYP). Since Fathi had a strong interest in the nursing field and needed time to work on her literacy skills, the youth counselor suggested that Fathi complete her work experience to see if the health care industry would be a good fit for her. Fathi was accepted at Bethesda Pleasantview, a long-term nursing care facility in Willmar, for a position in the activities department.

Through the TANF program Fathi was able to work up to 40 hours per week through September 30. In the activities department Fathi learned many skills. She also rotated to different areas of the nursing home and learned about jobs in those areas. At the end of August, there was an opening in the activities department to serve residents in the memory care unit. Fathi interviewed in early September. Because Fathi was always willing to learn, follow directions, and was a good team player, she was hired by Bethesda. She works 30 hours per week at \$8.75 an hour.

Fathi said she loves her job, the people she works with and cannot see herself working anywhere else.

Quote from Youth Participant

"The experience helps with future career ideas. Learning discipline and how to keep a job. I helped my family this summer."

Unique Cooperative Strategies

Linkages with Junior Achievement

DEED's Office of Youth Development partnered with the Minnesota Department of Education's (MDE) Special Education Policy Division and Junior Achievement (JA) to provide youth in workforce development programs with opportunities to develop financial literacy and entrepreneurship skills using the JA curriculum during the 2011-12 school year. Four WSAs (Northwest, CMJTS, Southwest, and Winona County) and three Youthbuild programs (Bi-CAP – Bemidji, City Academy – St. Paul, and Guadalupe Alternative Programs – St. Paul) applied to receive federal discretionary funds provided to DEED by MDE through an interagency agreement to support delivery of this curriculum. The project served nearly 400 youth; 61 percent were youth of color, 64 percent were public assistance recipients, 20 percent youth offenders, and 21 percent teen parents. Pre- and post-tests showed substantial increases in knowledge of the topics covered by the curriculum among the participants.

Cost Savings Through Technology

DEED sponsors webinars on topics of interest to state and local partners. Use of the webinar technology is a budget-friendly approach to providing training and technical assistance on topics such as:

- Safety Training Curriculum
- Redesign of ISEEK website
- Junior Achievement's New Financial Literacy Curriculum – JA Finance Park
- TANF Summer Youth Program
- WIA Youth Recovery Act
- Recruiting Out-of-School Youth: Partnering with Homeless Youth Service Providers

SUCCESS STORY: CAMP RABIDEAU

Rural Minnesota

Concentrated Employment Program



Rural Minnesota CEP supplements wages for youth to work with the U.S. Forest Service at Camp Rabideau in Blackduck. The partners include the Leech Lake Band of Ojibwe, Cass Lake/Bena School District,

and the U.S. Forest Service. Rabideau Conservation Academy and Learning Center is a former Civilian Conservation Corps (CCC) camp. Youth participants develop a career portfolio exploring careers in the Forest Service and conservation.

Participants are at-risk and involved with the juvenile justice system. All participants attended the Cass Lake Area Learning Center (ALC) and a high percentage are Native American youth. Youth receive career assessment and career planning assistance through the Leech Lake Youth Advisor Project. All youth receive information on post-secondary education and financial aid, including tours of Itasca Community College, Northwest Technical College, Northland Community and Technical College and Leech Lake Tribal College.

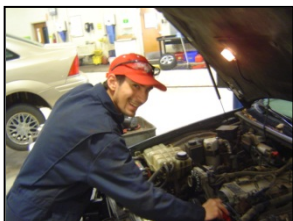
Classroom instruction is incorporated into the daily work activities. The U.S. Forest Service, Cass Lake ALC and the school district work together to develop curriculum for the project, combining academic instruction with learning on the job site. Youth participants design and build solar heaters that can be used to heat the greenhouse at Camp Rabideau. The solar heaters built by youth workers were made from donated recycled materials. Youth are instructed in safety techniques in preparation for their work in the restoration of buildings on the site. Youth attained work readiness goals and basic firefighting training and certification.

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 Teen about Workplace Safety and Health.* See [our website on youth workplace safety](#).

DEED hosted a webinar for workforce professionals from Minnesota and Iowa on enhancing young worker safety in the workplace. Presenters included Diane Bush from the University of California-Berkeley and Jan Wierima from the Oregon Building Congress. During the course of the 90-minute presentation, Bush and Wierima updated webinar participants on updated OSHA policies and regulations, as well as provided updated curriculum. The webinar also allowed participants to provide feedback on the success of using the curriculum with WIA Youth participants prior to placement at a worksite.

SUCCESS STORY: DERIK **City of Duluth**



The city of Duluth's summer work experience model led to unsubsidized private sector jobs even in times of high unemployment. While co-enrolled in WIA Youth and MYP, Derik earned his GED and completed a successful private sector work experience. Upon completion of his GED, Derik entered Lake Superior College's auto mechanics program and the private sector employer (a repair shop) hired Derik permanently.

SUCCESS STORY: VIRGINIA (ROSE) **Hennepin County/Carver County** **Community and Social Services**



Virginia (Rose) is a student at Chaska High School. She had been held back a year, but has caught up to the rest of her peers. Virginia worked at Auburn Manor during the summer of 2011, and did so well there that the facility continued to employ her during the school year.

She does one-on-one work with elderly residents at the nursing home, including crafts and other activities, helping transport them to meals. Virginia's supervisor, Joanne says: "She is a great worker, she stays busy and always looks for what to do next, never makes the same mistake twice, takes initiative, and is very respectful." Joanne also said, "Virginia is flexible and works with three different therapeutic recreation staff and is able to graciously adjust to their different personalities and work styles, which some adult employees are not able to do." Virginia said she loves her job at Auburn Manor; she especially enjoys spending one-on-one time with the residents. She said the best part about her job is seeing the faces light up when you talk to them. It "makes her day." She has been using the money she has been earning for school supplies now and college funds later. Virginia has a few years of high school left, but she is thinking about college when she graduates and pursuing a nursing career. She attributes this goal to her work through the youth program at Auburn Manor.

Quote from Worksite Supervisor

"It takes work, it takes time, but I could see the difference in his general presence. Hiring a STEP-UP intern was motivating and very rewarding."

Quote from Youth Participant

"I like my job so much. I learned a lot from my work. I now know how to work with a computer, do research and communicate with co-workers."

SUCCESS STORY: TANNASIA**Ramsey County
Workforce Solutions**

HIRED enrolled Tannasia in the Ramsey County YouthLEAD program when she was 19 years old. When her HIRED counselor first met with her, Tannasia was homeless, had

difficulty getting along with others, involved with friends in unlawful activities, and her employer had fired her. Tannasia's HIRED counselor connected her with mental health services and assisted her in securing housing. The HIRED counselor worked with her on work readiness training, applications, resume development, budgeting, and mock interviewing. Tannasia completed weeklong customer service training and utilized the youth resource room in job searching. Her HIRED counselor took her to several job fairs while job searching in the community. Tannasia eventually got a permanent job and has been successfully working for several months. Tannasia recently stated, "My HIRED counselor inspired me to be a better person. He has opened my eyes to reality and showed me how to apply myself, be successful at work and secure a safe place to live."

SUCCESS STORY: DANIELLE**Dakota-Scott Workforce Services**

Danielle was referred to the youth program by her school counselor. She wanted to build confidence in her abilities and work on handling stress. She interviewed at the

Scott County Library in Savage and was hired by the head librarian, based on her enthusiasm and energy. This was her first 'real' job experience.

According to the head librarian, Danielle would take on any task given with gusto and complete it accurately and quickly. Over the course of the program, Danielle thrived and was given more responsibility like creating a PowerPoint presentation to display the various programs at the library. She was also able to teach the library staff about PowerPoint and how to put together a presentation. Danielle also assisted with the teen summer reading program.

Danielle learned "that I am a hard worker and that I can do whatever I set my mind to." She gained work readiness skills that included accepting constructive criticism, working well with others, coping, problem-solving and adaptability. Her hard work paid off and she was offered part-time employment with the Savage Library, where she continues to work.

Quote from Worksite Supervisor

"I had two great experiences with this program. I think it provides a valuable working and learning experience for the participants. I hope it continues for them and others to get them on the right track in work and life."

Cost-Effectiveness Analysis: WIA Youth Programs

Total WIA Youth Expenditures: \$11,352,397

Total WIA Benefits: (Wages + Earnings):
\$14,420,957

Cost/Benefit Ratio: \$1.27 for each \$1 of WIA Youth Formula Grant Funds.

Explanation of Calculations: In this analysis, only direct benefits to program participants were considered. These benefits include post-program participant wages, plus wages paid to participants during the program in PY 2011. The following shows how program participant wages and earnings through program participation were combined to calculate the total WIA benefit (wages + earnings) figure of \$14,420,957, with a result of \$1.27 in benefits for every dollar expended.

Post-Program Participant Wages: \$3,068,560

This figure is the estimated annualized earnings of exiters from the PY 2011 WIA Youth Program for the 12-month period immediately following program exit, adding 1.7 percent inflation and wage growth during this period.

Youth Program Earnings Through Participation:
\$11,352,397

During their participation in WIA Youth Programs, youth receive immediate direct benefits from their earnings in work experience opportunities. The figure above represents program earnings during PY 2011. Beyond these direct services to youth, Minnesota benefited from the participation of youth in WIA in ways that are not quantified in this analysis. WIA Youth Programs provided structured, well-supervised work experience, educational opportunities and life-skills training that help establish good work habits, along with the specific jobs. Earnings of youth participants frequently return to the local economy in the form of increased spending.

Other positive results:

- Students remained in school as a result of participation in WIA.
- Dropouts returned to school during or after participation in WIA.
- Savings were realized due to reduced crime and judicial system costs.
- Juvenile offenders were able to use a portion of their earnings to pay restitution.
- Development of responsible work habits, work readiness credentials, citizenship skills and parenting skills occurred.
- There were savings to taxpayers through participants leaving (or not entering) public assistance programs.

SUCCESS STORY: FATIMA

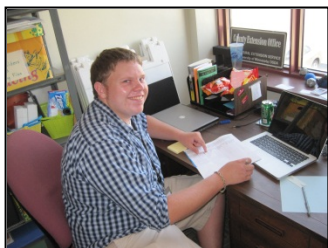
Minneapolis Employment and Training Program

The University of Minnesota's Office for Equity and Diversity was fortunate to have

Fatima as an intern, and office staff reports what a great help she has been. Fatima came to the United States three years ago via Yemen, Somalia, Virginia and Florida. This year, her first in Minnesota, she will be a senior at Roosevelt High School. She hopes to be an X-ray technician



but her supervisors have encouraged her to think even bigger and become a doctor. Fatima smiles nonstop and has also attended the U of M's introductions to student life offerings. She completed research for the office and will be updating the online grants database and much more. Fatima is a strong, independent, hard-working young woman who is undaunted and has the motivation to reach her goals. Fatima has relayed the pride and excitement her mother feels each day when she returns home from a hard day at work. What a terrific feeling!

SUCCESS STORY: CONNER**Winona WorkForce Center**

Conner came to the Winona Workforce Center at the end of his senior year of high school. As with a lot of youth living in a small farming community, Conner found part-time jobs on nearby farms while

attending school. Early on in high school, Conner struggled with anxiety, where he would miss over one month of school every year. He decided to battle his anxiety by becoming active in a lot of programs that would keep him busy. He stayed dedicated to his studies and graduated at the top of his class with a 3.54 grade point average, was captain of the speech team, president of the National Honor Society, a Big Brother-Big Sister volunteer, and was president of the Winona County 4-H. Through the youth program, he began working at the Winona County Extension Office. He was already familiar with Extension due to his role in the 4-H club. Conner took on a variety of projects and tasks at the Extension office, including helping to organize the Winona County Fair and facilitating the robotics portion of the Summer Youth Hot Jobs Camp. When Conner's work experience at the Extension Office was winding down and his first year of college was about to begin, he decided to apply for a shipping and receiving position at Fastenal. Conner got the job and continues to work there part-time, as he attends St. Mary's University. When asked about Conner's productivity and progress at the Extension Office, his supervisor said, "He is such a delightful young man and always worked hard while he was here. I know he's going to be successful some day because he just has that mentality." It's Conner's dream to finish college and continue his education with law school. While he was at the Extension Office Conner never missed a day, showed up late, or failed to get his work done.

Quote from Youth Participant

"This program is great! It's the best thing that ever happened to me and has taught me skills I can use in future jobs."

Performance Results Tables A-O

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level ¹	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included In the Sample	Response Rate
Participants	76.0	76.8	584	15,115	952	61.3%
Employers	77.0	76.2	1,121	4,329	1,680	66.7%

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.0	79.3	911
			1,149
Employment Retention Rate	80.0	84.3	1,288
			1,527
Average Earnings	\$10,800.00	\$12,780.40	\$16,013,786
			1,253
Employment and Credential Rate	66.0	70.9	627
			884

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	73.5	322	86.2	25	67.4	58	71.7	71
		438		29		86		99
Employment Retention Rate	80.0	424	85.0	34	83.3	70	90.1	73
		530		40		84		81
Average Earnings Rate	\$10,180.10	\$4,214,541.00	\$13,837.30	\$442,794.00	\$10,980.10	\$746,650.00	\$12,162.30	\$875,687.00
		414		32		68		72
Employment and Credential Rate	66.2	239	64.3	9	59.6	31	67.5	27
		361		14		52		40

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	80.6	475	77.9	436
		589		560
Employment Retention Rate	87.1	746	80.8	542
		856		671
Average Earnings Rate	\$13,443.50	\$9,827,174.00	\$11,851.70	\$6,186,612
		731		522

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	83.0	86.3	3,911
			4,531
Employment Retention Rate	88.0	93.0	4,342
			4,669
Average Earnings	\$16,400.00	\$20,146.30	\$84,916,452.00
			4,215
Employment and Credential Rate	62.0	69.8	1,602
			2,294

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	80.6	199	78.6	176	74.2	662	83.3	5
		247		224		892		6
Employment Retention Rate	91.0	223	90.0	188	91.9	739	77.8	7
		245		209		804		9
Average Earnings Rate	\$19,657.40	\$4,245,988	\$17,482.20	\$3,216,721	\$19,669.70	\$13,847,446	\$19,321.10	\$135,248
		216		184		704		7
Employment and Credential Rate	70.5	93	70.4	81	65.0	206	60.0	3
		132		115		317		5

Table G - Other Outcomes for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	90.4	2,016	82.4	1,895
		2,230		2,301
Employment Retention Rate	93.6	2,033	92.4	2,309
		2,171		2,498
Average Earnings Rate	\$20,093.90	\$39,444,364.00	\$20,191.90	\$45,472,088.00
		1,963		2,252

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	61.2	1,023
			1,672
Attainment of Degree or Certificate	N/A	57.9	1,043
			1,800
Literacy and Numeracy Gains	N/A	20.2	84
			416

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75.0	70.4	276
			392
Employment Retention Rate	78.0	87.3	330
			378
Average Earnings	\$3,800.00	\$4,424.10	\$1,508,633.00
			341
Credential Rate	55.0	54.3	275
			506

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	70.5	117	0.0	0	63.6	56	73.5	194
		166		0		88		264
Employment Retention Rate	84.7	111	0.0	0	88.5	77	86.8	250
		131		0		87		288
Average Earnings Rate	\$4,188.50	\$490,060.00	0.0	0	\$4,150.20	\$323,718.00	\$4,266.30	\$1,109,239.00
		117		0		78		260
Credential Rate	49.5	102	0.0	0	49.1	53	52.8	180
		206		0		108		341

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	90.0	94.3	3,721
			3,945
Youth Diploma or Equivalent Rate	75.0	88.8	663
			747
Retention Rate	70.0	79.7	624
			783

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	93.5	1,385	94.0	1,606	91.7	476
		1,482		1,708		519
Youth Diploma or Equivalent Rate	85.6	214	91.9	329	68.4	52
		250		358		76
Retention Rate	77.2	173	78.3	275	77.4	113
		224		351		146

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	1,388	\$5,115.30	\$8,010,576.00	4.3	39	\$5,535.40	\$4,943,106.00	59.6	273
		1,606		1,566		911		893		458
Dislocated Workers	92.7	4,287	92.5	\$88,776,670.00	3.1	121	\$9,379.90	\$35,784,420.00	62.4	1,144
		4,625		\$95,936,318.00		3,911		3,815		1,833
Older Youth	83.2	303	\$4,911.40	\$1,566,727.00	1.4	4	\$3,416.90	\$881,561.00		
		364		319		276		258		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	242,353	201,713
Total Adult Self-Service Only	232,120	196,177
WIA Adult	234,504	197,543
WIA Dislocated Worker	7,868	4,185
Total Youth (14-21)	4,593	2,018
Younger Youth (14-18)	3,387	1,505
Older Youth (19-21)	1,206	513
Out-of-School Youth	1,279	606
In-School Youth	3,314	1,412

Table N - Cost of WIA Program Activities

Program Activity	Spending
Local Adults WIA	\$9,675,748
Local Dislocated Workers WIA	\$9,250,341
Local Youth WIA	\$11,276,117
Rapid Response WIA	\$2,737,925
National Emergency Grants (NEGs)-WIA	\$2,046,839
Statewide Required	\$3,360,827
Statewide Allowable Activities WIA Section 134(a)(3)	
Program Activity Description	
Youth Special Projects	\$204,835
Technology Maintenance	\$97,290
Technology Updates	\$113,693
FastTRAC Adult Career Pathways	\$113,133
Other Activities	
Total of All Federal Spending Listed Above	\$38,876,748

Table O - Local Performance

Local Area Name: Northwest Minnesota Private Industry, Inc. – WSA 1	Total Participants Served	Adults	109
		Dislocated Workers	47
		Older Youth (19-21)	30
		Younger Youth (14-18)	142
ETA Assigned #: 27045	Total Exiters	Adults	58
		Dislocated Workers	22
		Older Youth (19-21)	15
		Younger Youth (14-18)	54
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	81.7
	Dislocated Workers	83.0	83.3
	Older Youth	75.0	88.9
Retention Rates	Adults	80.0	72.7
	Dislocated Workers	88.0	90.3
	Older Youth	78.0	95.2
	Younger Youth	70.0	87.2
Average Earnings (Adults/DWs) Six Months’ Earnings Increase (Older Youth)	Adults	\$9,018.00	\$11,679.90
	Dislocated Workers	\$13,328.00	\$14,110.30
	Older Youth	\$3,800.00	\$5,782.80
Credential/Diploma Rates	Adults	66.0	48.1
	Dislocated Workers	62.0	48.0
	Older Youth	55.0	54.5
	Younger Youth	75.0	90.9
Skill Attainment Rate	Younger Youth	90.0	95.0
Placement in Employment or Education	Youth (14-21)		81.1
Attainment of Degree or Certificate	Youth (14-21)		78.8
Literacy or Numeracy Gains	Youth (14-21)		7.1
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			✓

Table O - Local Performance

Local Area Name: Rural Minnesota Concentrated Employment Program, Inc. – WSA 2	Total Participants Served	Adults	511	
		Dislocated Workers	529	
		Older Youth (19-21)	122	
		Younger Youth (14-18)	503	
ETA Assigned #: 27040	Total Exiters	Adults	248	
		Dislocated Workers	389	
		Older Youth (19-21)	38	
		Younger Youth (14-18)	204	
Reported		Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants	76.0	76.8	
	Employers	77.0	76.2	
Entered Employment Rates	Adults	80.0	86.9	
	Dislocated Workers	83.0	87.5	
	Older Youth	75.0	78.9	
Retention Rates	Adults	80.0	88.2	
	Dislocated Workers	88.0	92.5	
	Older Youth	78.0	93.5	
	Younger Youth	70.0	89.2	
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$10,906.00	\$13,649.90	
	Dislocated Workers	\$12,022.00	\$15,720.80	
	Older Youth	\$3,580.00	\$7,387.10	
Credential/Diploma Rates	Adults	66.0	82.4	
	Dislocated Workers	62.0	80.4	
	Older Youth	49.0	72.7	
	Younger Youth	75.0	85.3	
Skill Attainment Rate	Younger Youth	90.0	94.4	
Placement in Employment or Education	Youth (14-21)		53.0	
Attainment of Degree or Certificate	Youth (14-21)		53.2	
Literacy or Numeracy Gains	Youth (14-21)		33.3	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))				
Overall Status of Local Performance		Not Met	Met	Exceeded
				✓

Table O - Local Performance

Local Area Name: Northeast Minnesota Office of Job Training – WSA 3	Total Participants Served	Adults	195
		Dislocated Workers	122
		Older Youth (19-21)	69
		Younger Youth (14-18)	210
ETA Assigned #: 27035	Total Exiters	Adults	133
		Dislocated Workers	116
		Older Youth (19-21)	50
		Younger Youth (14-18)	103
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	88.8
	Dislocated Workers	83.0	89.2
	Older Youth	75.0	89.3
Retention Rates	Adults	80.0	82.8
	Dislocated Workers	88.0	92.4
	Older Youth	78.0	96.9
	Younger Youth	70.0	65.7
Average Earnings (Adults/DWs) Six Months’ Earnings Increase (Older Youth)	Adults	\$10,022.00	\$10,332.00
	Dislocated Workers	\$11,186.00	\$19,968.00
	Older Youth	\$3,800.00	\$6,045.20
Credential/Diploma Rates	Adults	66.0	81.7
	Dislocated Workers	62.0	80.9
	Older Youth	55.0	82.6
	Younger Youth	75.0	93.8
Skill Attainment Rate	Younger Youth	90.0	94.8
Placement in Employment or Education	Youth (14-21)		63.5
Attainment of Degree or Certificate	Youth (14-21)		87.3
Literacy or Numeracy Gains	Youth (14-21)		5.6
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			✓

Table O - Local Performance

Local Area Name: City of Duluth – WSA 4	Total Participants Served	Adults	67		
		Dislocated Workers	104		
		Older Youth (19-21)	56		
		Younger Youth (14-18)	115		
ETA Assigned #: 27005	Total Exiters	Adults	25		
		Dislocated Workers	35		
		Older Youth (19-21)	15		
		Younger Youth (14-18)	38		
Reported		Negotiated Performance Level		Actual Performance Level	
Customer Satisfaction	Program Participants	76.0		76.8	
	Employers	77.0		76.2	
Entered Employment Rates	Adults	80.0		100.0	
	Dislocated Workers	83.0		97.1	
	Older Youth	75.0		69.2	
Retention Rates	Adults	80.0		87.8	
	Dislocated Workers	88.0		91.7	
	Older Youth	78.0		85.7	
	Younger Youth	70.0		79.4	
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,921.00		\$15,980.10	
	Dislocated Workers	\$13,354.00		\$16,967.90	
	Older Youth	\$3,800.00		\$4,506.90	
Credential/Diploma Rates	Adults	66.0		95.2	
	Dislocated Workers	62.0		73.9	
	Older Youth	55.0		55.6	
	Younger Youth	75.0		86.2	
Skill Attainment Rate	Younger Youth	90.0		82.1	
Placement in Employment or Education	Youth (14-21)			73.3	
Attainment of Degree or Certificate	Youth (14-21)			79.2	
Literacy or Numeracy Gains	Youth (14-21)			8.3	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))					
Overall Status of Local Performance		Not Met	Met		Exceeded
					✓

Table O - Local Performance

Local Area Name: Central Minnesota Jobs and Training – WSA 5	Total Participants Served	Adults	187
		Dislocated Workers	615
		Older Youth (19-21)	57
		Younger Youth (14-18)	240
ETA Assigned #: 27105	Total Exiters	Adults	85
		Dislocated Workers	338
		Older Youth (19-21)	34
		Younger Youth (14-18)	139
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	78.3
	Dislocated Workers	83.0	84.9
	Older Youth	79.0	94.1
Retention Rates	Adults	80.0	90.4
	Dislocated Workers	88.0	92.1
	Older Youth	83.0	90.0
	Younger Youth	73.0	88.6
Average Earnings (Adults/DWs) Six Months’ Earnings Increase (Older Youth)	Adults	\$10,160.00	\$13,606.00
	Dislocated Workers	\$14,287.00	\$17,818.30
	Older Youth	\$3,550.00	\$3,854.30
Credential/Diploma Rates	Adults	66.0	63.1
	Dislocated Workers	62.0	71.5
	Older Youth	56.0	85.0
	Younger Youth	76.0	99.0
Skill Attainment Rate	Younger Youth	90.0	97.6
Placement in Employment or Education	Youth (14-21)		87.4
Attainment of Degree or Certificate	Youth (14-21)		81.9
Literacy or Numeracy Gains	Youth (14-21)		50.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Southwest Minnesota Private Industry Council Inc. – WSA 6	Total Participants Served	Adults	96
		Dislocated Workers	234
		Older Youth (19-21)	27
		Younger Youth (14-18)	105
ETA Assigned #: 27055	Total Exiters	Adults	38
		Dislocated Workers	128
		Older Youth (19-21)	12
		Younger Youth (14-18)	60
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	100.0
	Dislocated Workers	83.0	89.2
	Older Youth	75.0	77.8
Retention Rates	Adults	80.0	89.3
	Dislocated Workers	88.0	95.5
	Older Youth	78.0	92.3
	Younger Youth	70.0	84.6
Average Earnings (Adults/DWs) Six Months’ Earnings Increase (Older Youth)	Adults	\$10,711.00	\$10,451.10
	Dislocated Workers	\$14,370.00	\$15,928.90
	Older Youth	\$3,800	\$6,628.80
Credential/Diploma Rates	Adults	66.0	74.2
	Dislocated Workers	62.0	78.0
	Older Youth	55.0	35.7
	Younger Youth	75.0	93.5
Skill Attainment Rate	Younger Youth	90.0	90.8
Placement in Employment or Education	Youth (14-21)		82.8
Attainment of Degree or Certificate	Youth (14-21)		79.7
Literacy or Numeracy Gains	Youth (14-21)		28.6
Description of Other State Indicators of Performance (WIA Section 136(d)(1)			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: South Central Workforce Council – WSA 7	Total Participants Served	Adults	148
		Dislocated Workers	326
		Older Youth (19-21)	70
		Younger Youth (14-18)	161
ETA Assigned #: 27030	Total Exiters	Adults	66
		Dislocated Workers	205
		Older Youth (19-21)	28
		Younger Youth (14-18)	74
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	90.2
	Dislocated Workers	83.0	87.2
	Older Youth	76.0	87.5
Retention Rates	Adults	80.0	91.5
	Dislocated Workers	88.0	93.8
	Older Youth	79.0	100.0
	Younger Youth	70.0	73.0
Average Earnings (Adults/DWs) Six Months’ Earnings Increase (Older Youth)	Adults	\$8,135.00	\$10,350.60
	Dislocated Workers	\$14,354.00	\$15,193.70
	Older Youth	\$3,400.00	\$5,435.00
Credential/Diploma Rates	Adults	66.0	75.6
	Dislocated Workers	62.0	64.8
	Older Youth	53.0	60.9
	Younger Youth	76.0	84.1
Skill Attainment Rate	Younger Youth	86.0	91.5
Placement in Employment or Education	Youth (14-21)		73.0
Attainment of Degree or Certificate	Youth (14-21)		79.0
Literacy or Numeracy Gains	Youth (14-21)		29.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Southeast Minnesota Workforce Development - WSA 8	Total Participants Served	Adults	195
		Dislocated Workers	434
		Older Youth (19-21)	143
		Younger Youth (14-18)	163
ETA Assigned #: 27075	Total Exiters	Adults	122
		Dislocated Workers	258
		Older Youth (19-21)	78
		Younger Youth (14-18)	83
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	89.0
	Dislocated Workers	83.0	90.8
	Older Youth	75.0	84.4
Retention Rates	Adults	80.0	78.2
	Dislocated Workers	88.0	94.2
	Older Youth	78.0	82.7
	Younger Youth	70.0	71.4
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$11,268.00	\$9,784.10
	Dislocated Workers	\$16,237.00	\$16,760.20
	Older Youth	\$3,800.00	\$2,685.70
Credential/Diploma Rates	Adults	66.0	74.7
	Dislocated Workers	62.0	64.3
	Older Youth	55.0	43.5
	Younger Youth	75.0	74.6
Skill Attainment Rate	Younger Youth	90.0	91.6
Placement in Employment or Education	Youth (14-21)		77.7
Attainment of Degree or Certificate	Youth (14-21)		67.3
Literacy or Numeracy Gains	Youth (14-21)		7.9
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			✓

Table O - Local Performance

Local Area Name: Hennepin Carver Employment and Training Council - WSA 9	Total Participants Served	Adults	332
		Dislocated Workers	1,421
		Older Youth (19-21)	70
		Younger Youth (14-18)	235
ETA Assigned #: 27120	Total Exiters	Adults	167
		Dislocated Workers	679
		Older Youth (19-21)	17
		Younger Youth (14-18)	92
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	76.1
	Dislocated Workers	83.0	87.2
	Older Youth	75.0	45.5
Retention Rates	Adults	80.0	83.0
	Dislocated Workers	88.0	93.4
	Older Youth	78.0	95.7
	Younger Youth	70.0	82.1
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$12,156.00	\$12,901.30
	Dislocated Workers	\$19,775.00	\$23,424.70
	Older Youth	\$2,900.00	\$3,023.40
Credential/Diploma Rates	Adults	66.0	68.1
	Dislocated Workers	62.0	72.4
	Older Youth	55.0	36.2
	Younger Youth	75.0	88.3
Skill Attainment Rate	Younger Youth	90.0	87.9
Placement in Employment or Education	Youth (14-21)		53.1
Attainment of Degree or Certificate	Youth (14-21)		63.0
Literacy or Numeracy Gains	Youth (14-21)		19.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			✓

Table O - Local Performance

Local Area Name: Minneapolis Employment and Training - WSA 10	Total Participants Served	Adults	107
		Dislocated Workers	535
		Older Youth (19-21)	199
		Younger Youth (14-18)	828
ETA Assigned #: 27010	Total Exiters	Adults	82
		Dislocated Workers	237
		Older Youth (19-21)	85
		Younger Youth (14-18)	374
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	67.2
	Dislocated Workers	83.0	92.7
	Older Youth	69.0	62.5
Retention Rates	Adults	80.0	80.4
	Dislocated Workers	88.0	92.1
	Older Youth	75.0	75.9
	Younger Youth	64.0	74.5
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$9,867.00	\$9,878.40
	Dislocated Workers	\$18,509.00	\$19,776.00
	Older Youth	\$2,900.00	\$2,999.20
Credential/Diploma Rates	Adults	66.0	48.3
	Dislocated Workers	62.0	64.6
	Older Youth	48.0	52.2
	Younger Youth	70.0	79.4
Skill Attainment Rate	Younger Youth	86.0	96.5
Placement in Employment or Education	Youth (14-21)		44.7
Attainment of Degree or Certificate	Youth (14-21)		22.0
Literacy or Numeracy Gains	Youth (14-21)		26.2
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Anoka County - WSA 12	Total Participants Served	Adults	31
		Dislocated Workers	283
		Older Youth (19-21)	17
		Younger Youth (14-18)	47
ETA Assigned #: 27085	Total Exiters	Adults	19
		Dislocated Workers	173
		Older Youth (19-21)	5
		Younger Youth (14-18)	19
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	100.0
	Dislocated Workers	83.0	89.7
	Older Youth	72.0	80.0
Retention Rates	Adults	80.0	100.0
	Dislocated Workers	88.0	95.8
	Older Youth	77.0	80.0
	Younger Youth	62.0	91.7
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$8,514.00	\$17,411.20
	Dislocated Workers	\$17,205.00	\$21,017.20
	Older Youth	\$3,800	\$1,304.50
Credential/Diploma Rates	Adults	66.0	92.3
	Dislocated Workers	62.0	70.9
	Older Youth	55.0	60.0
	Younger Youth	70.0	100.0
Skill Attainment Rate	Younger Youth	80.0	97.8
Placement in Employment or Education	Youth (14-21)		80.0
Attainment of Degree or Certificate	Youth (14-21)		90.5
Literacy or Numeracy Gains	Youth (14-21)		0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			✓

Table O - Local Performance

Local Area Name: Dakota/Scott Counties - WSA 14		Total Participants Served	Adults	192	
			Dislocated Workers	1,187	
			Older Youth (19-21)	56	
			Younger Youth (14-18)	245	
ETA Assigned #: 27125		Total Exiters	Adults	157	
			Dislocated Workers	675	
			Older Youth (19-21)	23	
			Younger Youth (14-18)	93	
Reported			Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants		76.0	76.8	
	Employers		77.0	76.2	
Entered Employment Rates	Adults		80.0	80.0	
	Dislocated Workers		83.0	84.0	
	Older Youth		70.0	75.0	
Retention Rates	Adults		80.0	84.4	
	Dislocated Workers		88.0	92.6	
	Older Youth		80.0	80.0	
	Younger Youth		70.0	67.6	
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults		\$10,713.00	\$13,886.60	
	Dislocated Workers		\$16,943.00	\$27,302.20	
	Older Youth		\$3,200.00	\$1,682.80	
Credential/Diploma Rates	Adults		66.0	54.8	
	Dislocated Workers		62.0	73.9	
	Older Youth		50.0	27.3	
	Younger Youth		75.0	87.2	
Skill Attainment Rate	Younger Youth		90.0	100.0	
Placement in Employment or Education	Youth (14-21)			56.6	
Attainment of Degree or Certificate	Youth (14-21)			42.0	
Literacy or Numeracy Gains	Youth (14-21)			9.1	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))					
Overall Status of Local Performance			Not Met	Met	Exceeded
					✓

Table O - Local Performance

Local Area Name: Ramsey County Workforce Solutions - WSA 15	Total Participants Served	Adults	133
		Dislocated Workers	453
		Older Youth (19-21)	240
		Younger Youth (14-18)	295
ETA Assigned #: 27115	Total Exiters	Adults	116
		Dislocated Workers	254
		Older Youth (19-21)	100
		Younger Youth (14-18)	143
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	62.5
	Dislocated Workers	83.0	85.7
	Older Youth	69.0	64.0
Retention Rates	Adults	80.0	79.8
	Dislocated Workers	88.0	90.8
	Older Youth	75.0	83.3
	Younger Youth	70.0	73.9
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$11,067.00	\$12,063.00
	Dislocated Workers	\$18,758.00	\$18,484.20
	Older Youth	\$2,900	\$3,839.20
Credential/Diploma Rates	Adults	66.0	70.0
	Dislocated Workers	62.0	62.0
	Older Youth	48.0	48.0
	Younger Youth	75.0	92.0
Skill Attainment Rate	Younger Youth	87.0	94.6
Placement in Employment or Education	Youth (14-21)		62.7
Attainment of Degree or Certificate	Youth (14-21)		64.7
Literacy or Numeracy Gains	Youth (14-21)		14.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Washington County - WSA 16	Total Participants Served	Adults	18
		Dislocated Workers	291
		Older Youth (19-21)	10
		Younger Youth (14-18)	43
ETA Assigned #: 27100	Total Exiters	Adults	9
		Dislocated Workers	134
		Older Youth (19-21)	4
		Younger Youth (14-18)	13
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	100.0
	Dislocated Workers	83.0	94.7
	Older Youth	70.0	100.0
Retention Rates	Adults	80.0	92.3
	Dislocated Workers	88.0	94.4
	Older Youth	73.0	75.0
	Younger Youth	66.0	100.0
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$8,898.00	\$14,347.90
	Dislocated Workers	\$20,056.00	\$21,106.80
	Older Youth	\$3,500.00	\$2,200.30
Credential/Diploma Rates	Adults	66.0	100.0
	Dislocated Workers	62.0	81.1
	Older Youth	50.0	100.0
	Younger Youth	75.0	83.3
Skill Attainment Rate	Younger Youth	90.0	85.7
Placement in Employment or Education	Youth (14-21)		83.3
Attainment of Degree or Certificate	Youth (14-21)		78.6
Literacy or Numeracy Gains	Youth (14-21)		0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Stearns-Benton Employment and Training Council - WSA 17	Total Participants Served	Adults	47
		Dislocated Workers	512
		Older Youth (19-21)	29
		Younger Youth (14-18)	3
ETA Assigned #: 27110	Total Exiters	Adults	13
		Dislocated Workers	198
		Older Youth (19-21)	7
		Younger Youth (14-18)	3
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	76.0	76.8
	Employers	77.0	76.2
Entered Employment Rates	Adults	80.0	91.7
	Dislocated Workers	83.0	89.8
	Older Youth	75.0	100.0
Retention Rates	Adults	80.0	88.6
	Dislocated Workers	88.0	93.0
	Older Youth	75.0	100.0
	Younger Youth	50.0	100.0
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	\$13,456.00	\$15,290.60
	Dislocated Workers	\$12,440.00	\$16,789.20
	Older Youth	\$3,500.00	\$1,717.80
Credential/Diploma Rates	Adults	66.0	86.4
	Dislocated Workers	62.0	82.2
	Older Youth	55.0	60.0
	Younger Youth	50.0	100.0
Skill Attainment Rate	Younger Youth	90.0	100.0
Placement in Employment or Education	Youth (14-21)		100.0
Attainment of Degree or Certificate	Youth (14-21)		75.0
Literacy or Numeracy Gains	Youth (14-21)		100.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			✓

Table O - Local Performance

Local Area Name: Winona County Workforce Council - WSA 18		Total Participants Served	Adults	16	
			Dislocated Workers	63	
			Older Youth (19-21)	11	
			Younger Youth (14-18)	52	
ETA Assigned #: 27080		Total Exiters	Adults	28	
			Dislocated Workers	37	
			Older Youth (19-21)	2	
			Younger Youth (14-18)	13	
Reported			Negotiated Performance Level	Actual Performance Level	
Customer Satisfaction	Program Participants		76.0	76.8	
	Employers		77.0	76.2	
Entered Employment Rates	Adults		80.0	100.0	
	Dislocated Workers		83.0	97.4	
	Older Youth		75.0	66.7	
Retention Rates	Adults		80.0	93.1	
	Dislocated Workers		88.0	94.6	
	Older Youth		78.0	100.0	
	Younger Youth		70.0	77.8	
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults		\$9,296.00	\$33,628.80	
	Dislocated Workers		\$11,333.00	\$19,625.30	
	Older Youth		\$3,600.00	\$12,369.40	
Credential/Diploma Rates	Adults		66.0	96.3	
	Dislocated Workers		62.0	75.0	
	Older Youth		50.0	33.3	
	Younger Youth		75.0	80.0	
Skill Attainment Rate	Younger Youth		90.0	96.2	
Placement in Employment or Education	Youth (14-21)			68.8	
Attainment of Degree or Certificate	Youth (14-21)			76.9	
Literacy or Numeracy Gains	Youth (14-21)			0.0	
Description of Other State Indicators of Performance (WIA Section 136(d)(1))					
Overall Status of Local Performance			Not Met	Met	Exceeded
					✓

Glossary of Acronyms

ACSI	American Customer Satisfaction Index
CLASP	Center for Law and Social Policy (Career Pathway Alliance)
DEED	(Minnesota) Department of Employment and Economic Development
DW	Dislocated Worker
ECF	Emergency Contingency Funds
EMC	Employee Management Committee
ERAG	Early Readjustment Assistance Grant
FastTRAC	(Fast) Training, Resources, and Credentialing
GWDC	Governor's Workforce Development Council
ITA	Individual Training Account
JA	Junior Achievement
LMI	Labor Market Information
MDE	Minnesota Department of Education
MFIP	Minnesota Family Investment Program
MnCSI	Minnesota Customer Satisfaction Index
MWCA	Minnesota Workforce Council Association
MYP	Minnesota Youth Program
NEG	National Emergency Grant
OID	Occupations in Demand
OJT	On-the-Job Training
OSHA	Occupational Safety and Health Administration
Project GATE II	Project Growing America Through Entrepreneurship II
ROI	Return on Investment
RR	Rapid Response
SVY	Shared Vision for Youth
TAA	Trade Adjustment Assistance
TAAEA	Trade Adjustment Assistance Extension Act of 2011
TANF	Temporary Assistance for Needy Families
TEGL	Training and Employment Guidance Letter
TRA	Trade Readjustment Assistance
UI	Unemployment Insurance
USDOL/ETA	United States Department of Labor Employment and Training Administration
WARN	Worker Adjustment & Retraining Notification
WDD	Workforce Development Division
WF1	Workforce One
WFC	WorkForce Center
WIA	Workforce Investment Act
WIASRD	Workforce Investment Act Standardized Reporting Data
WIB	Workforce Investment Board (sometimes LWIB to account for "local")
WPR	Work Participation Rate
WSA	Workforce Service Area

Smart Investments Real Results

The Governor's Workforce Development Council
Return on Investment Initiative

The Governor's Workforce Development Council is developing a standardized return on investment methodology that can be applied to workforce employment and training programs across the state, starting with those administered or funded by the State of Minnesota. This document provides an overview of this ongoing initiative.

Measuring return on investment will help Minnesotans understand how workforce programs benefit the state. It will enable policy makers to make smarter decisions about state investments and help service providers learn from and improve their results.



Why Measure Return on Investment?

Workforce employment and training programs are valuable investments that benefit individuals, businesses, and communities. While the value of these investments cannot be fully expressed by a single return on investment estimate, such estimates are an important additional dimension by which workforce programs can and should be understood. When used in conjunction with measures of customer progress, satisfaction, and demographics, measuring return on investment yields a number of benefits:

Making Smarter Investments

Return on investment analyses will help decision makers make smarter investments with workforce employment and training resources, helping Minnesota do more with less.

Improving Services

Return on investment analyses are a valuable research tool that will help policy makers and service providers determine what works and how to improve services.

Strengthening Accountability and Transparency

Measuring return on investment brings greater accountability to programs that serve the public, and helps the public better understand how its tax dollars are invested.

Communicating Value

Workforce employment and training programs create opportunity for individuals, support the needs of business, and contribute to greater shared prosperity across Minnesota. Measuring the return on these investments communicates the value these programs create.

Standardizing Results

Many service providers measure return on investment, but varied methods for estimating returns make it difficult to compare results across programs. A statewide return on investment methodology will give service providers a standard way to measure the value of their services.

Developing a High-Quality Measure

To guide their work, Return on Investment Initiative members agreed at the onset that the methodology they design meet a number of criteria. The methodology should be transparent and credible, adaptable and sensitive to change, relatively simple to administer, and it should yield timely and relevant results. A number of features will ensure that the methodology meets these criteria, setting it apart from previous accountability efforts.

Measuring Net Impacts

By analyzing a comparison group of individuals similar to program participants, the return on investment methodology will be better able to separate benefits attributable to training programs from other factors like personal motivation or economic fluctuations.

Contextualized Performance Targets

Different workforce programs have diverse missions and serve varied clients, so comparing their return on investment results directly can be misleading. The Return on Investment Initiative plans to set performance targets for individual programs that will contextualize results and allow programs to track their own performance over time.

Accounting for Benefits to Different Groups

The return on investment methodology will account for benefits specific to individual participants, taxpayers, and society in total. Disaggregating these benefits produces a more nuanced picture of how programs impact Minnesota.

Examining Impacts Over Time

The return on investment methodology will observe the impacts of training programs over the short-, medium-, and long-term to better understand how benefits persist over time.

A Closer Look: Benefit- and Cost-Accounting for Different Groups

This table illustrates how the return on investment framework will account for costs and benefits from the perspective of different groups.

Benefit Categories	Training Participant	Taxpayers*	Society*
Change in Earnings and Fringe Benefits	Earnings up	No effect	Overall earnings up
Change in Taxes (Federal and State Income, Sales, and Payroll)	More taxes paid	Tax revenues up	No overall effect
Change in Public Benefits (MFIP, Food Stamps, Medical Assistance, MinnesotaCare, Unemployment Insurance)	Less benefits received	Greater savings	No overall effect
Change in Incarceration Costs	No effect	Greater savings	Greater savings
Change in Worker Productivity	Greater productivity	No effect	Greater productivity
Cost Categories	Participant	Taxpayers	Society
Program Expenditures	N/A	Cost to taxpayers	Cost to taxpayers
Foregone Participant Earnings While in Training	Cost to participant	N/A	Cost to participants
Foregone Tax Receipts While in Training	N/A	Cost to taxpayers	Cost to taxpayers
Tuition Costs Paid by Participant	Cost to participant	N/A	Cost to participants

This table is for illustrative purposes only. Actual effects may differ.

* "Taxpayers" is broadly defined to mean all individuals who are not training participants. "Society" is a combination of taxpayers and training participants and thus includes all individuals.

Methodology and Assumptions

This table provides an overview of the development of the GWDC's return on investment methodology thus far. Additional aspects of the methodology, including cost accounting for employment and training programs and the construction of a comparison group, are under development.

Effects of Training	Methods and Assumptions
Change in Earnings	Earnings prior to program participation equal the individual's average earnings four to six quarters prior to program entrance. Earnings after program participation equal the individual's average earnings, calculated at three distinct intervals: <ul style="list-style-type: none"> » Near Term: Average of Quarters 2-3 After Exit » Medium Term: Average of Quarters 5-6 After Exit » Long Term: Average of Quarters 9-12 After Exit <i>Note: Before/after comparisons for all program effects will be measured at the intervals described above.</i>
Change in Fringe Benefits	Fringe benefits (healthcare, retirement, vacation) equals 20 percent of gross wages.
Change in Income Taxes (Federal and State)	Taxes paid equals the individual's change in earnings multiplied by the average marginal tax rate for the given income.
Change in Payroll Taxes	Taxes paid equals the individual's change in earnings multiplied by the statutory payroll tax rate for the given income.
Change in Sales Taxes	Taxes paid equals the individual's change in earnings multiplied by the average marginal sales tax rate for the given income.
Change in MFIP Benefits	Benefit levels are recorded directly from the Department of Human Services using data matching techniques.
Change in SNAP (Food Stamps) Benefits	Benefit levels are recorded directly from the Department of Human Services using data matching techniques.
Change in MinnesotaCare & Medical Assistance Benefits	Under Development
Change in Unemployment Insurance Payments	Benefit levels are recorded directly from the Minnesota Unemployment Insurance Program using data matching techniques.
Change in Incarceration Costs	Changes in costs are derived from the difference in recidivism rates between treatment and comparison groups. For individuals with prior history in a correctional facility, recidivism can be determined from Department of Corrections data using data matching techniques. Cost per inmate equals the average length of stay in a correctional facility multiplied by the marginal per diem cost per inmate.

The Return on Investment Data Framework

Estimating return on investment for workforce employment and training programs statewide requires partnerships among state agencies and service providers to share administrative and programmatic data.

DATA SOURCES FOR TREATMENT AND COMPARISON GROUPS

Treatment Group

WIA Standardized Record Data (WIASRD)¹
Workforce One²
Wage Detail Data³
MnSCU Student Data
Pass-Through Programs⁴

Comparison Group

Labor Exchange Participant Records (LEPR)⁵
Unemployment Insurance Applicant Data

Data matching using Social Security numbers or other methods

Individual characteristics, wage and employment data, training program participation information

DATA SOURCES FOR PUBLIC BENEFITS

Unemployment Insurance Benefit Data

Receipt of Unemployment Insurance benefits

Department of Corrections Data

Recidivism rates, per diem costs per inmate

DHS Data Sources

Benefits received from MFIP, SNAP, Medical Assistance, MinnesotaCare

Participation and Benefits Data

Individual characteristics, wage and employment data, training program participation information

ROI REGRESSION ANALYSIS MODEL

Assumptions and statistical methods for estimating the *net impacts* of workforce employment and training programs

RETURN ON INVESTMENT MEASURE

¹ WIA Standardized Record Data (WIASRD) is used for federal and state performance reporting and includes wage and employment data. Programs covered include WIA and ARRA Adult programs; WIA, State, and ARRA Dislocated Worker programs; and WIA and ARRA Youth programs.

² Workforce One is DEED's case management system for workforce programs. This database lacks wage and employment data and therefore needs to be matched with wage detail data. Programs covered include DHS Programs (MFIP, FSET, and DWP), Displaced Homemaker, Vocational Rehabilitation, SSB Workforce Development, National Emergency Grants, and FastTRAC.

³ Refers to data on taxable wages from quarterly reports employers are required to submit by federal law for use with the Unemployment Insurance Program.

⁴ Pass-through programs are generally nonprofit programs that receive state or federal funding. Most have their own data systems, though capacities vary. DEED will require pass-throughs to report data regularly starting in 2010 as a part of its Uniform Program Accountability Measures.

⁵ Labor Exchange Participant Records (LEPR) is used to produce monthly reports on Wagner-Peyser programs and includes wage and employment data. Programs covered include the Labor Exchange (i.e. Job Service), Veterans Employment Services, and the Migrants Program.

What is Return on Investment?

When a business or individual makes an investment decision, they consider the amount of money the investment makes relative to the initial cost of the investment. This ratio of the amount of money gained (or lost) to the initial amount invested is known as return on investment. In mathematical terms,

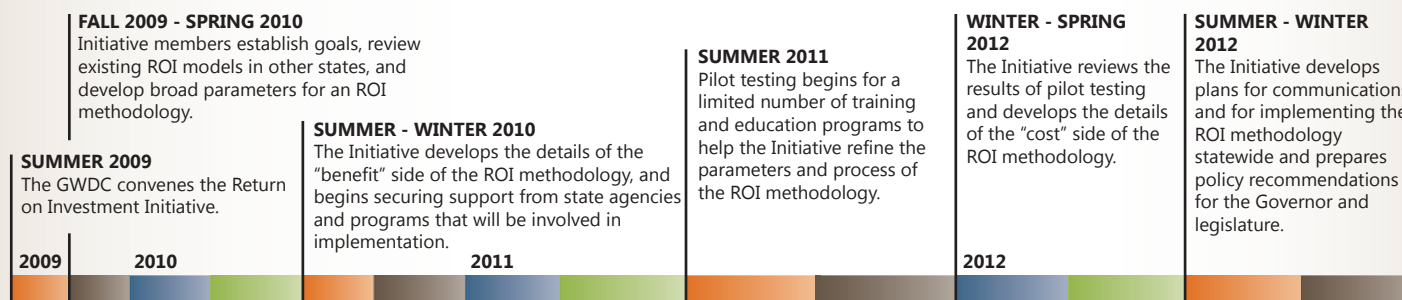
$$\text{Return on Investment} = \frac{\text{Final Value of an Investment} - \text{Initial Investment}}{\text{Initial Investment}}$$

For instance, a return on investment of seven percent (or .07) means that every dollar invested returns seven cents of profit on top of the initial investment.

In recent years, there has been growing interest in evaluating the performance of publicly-funded workforce employment and training programs using rigorous, transparent quantitative methods, such as return on investment. A number of states, including Washington and Texas, have developed statewide frameworks for measuring the return on investment of publicly-funded workforce programs.

Initiative Timeline

The Governor's Workforce Development Council first convened the Return on Investment Initiative in the summer of 2009. The group consists of a diverse array of stakeholders and experts from around the state, with the goal of developing a standard return on investment methodology that can be applied to workforce programs administered or funded by public dollars, including nonprofit programs that receive passthrough funding.



Initiative Partners

The Return on Investment Initiative is consensus-based and guided by a diverse group of economists, leaders of community organizations, and representatives of state and local government. Partners include:

Amherst H. Wilder Foundation
Anton Economics
City of Minneapolis Employment and Training Program
Greater Twin Cities United Way
Invest in Outcomes
Lukeworks, LLC
Macalester College
Minnesota Department of Corrections
Minnesota Department of Education
Minnesota Department of Employment and Economic Development
Minnesota Department of Human Services
Minnesota State Colleges and Universities
Minnesota Workforce Council Association
Twin Cities RISE!
Workforce Development, Inc.

About the Governor's Workforce Development Council

The GWDC's mission is to analyze and recommend workforce development policy to the Governor and legislature toward talent development, resource alignment, and system effectiveness to ensure a globally competitive workforce for Minnesota.

To learn more, visit
www.gwdc.org

For More Information

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Governor's Workforce Development Council
Nicholas.Maryns@state.mn.us

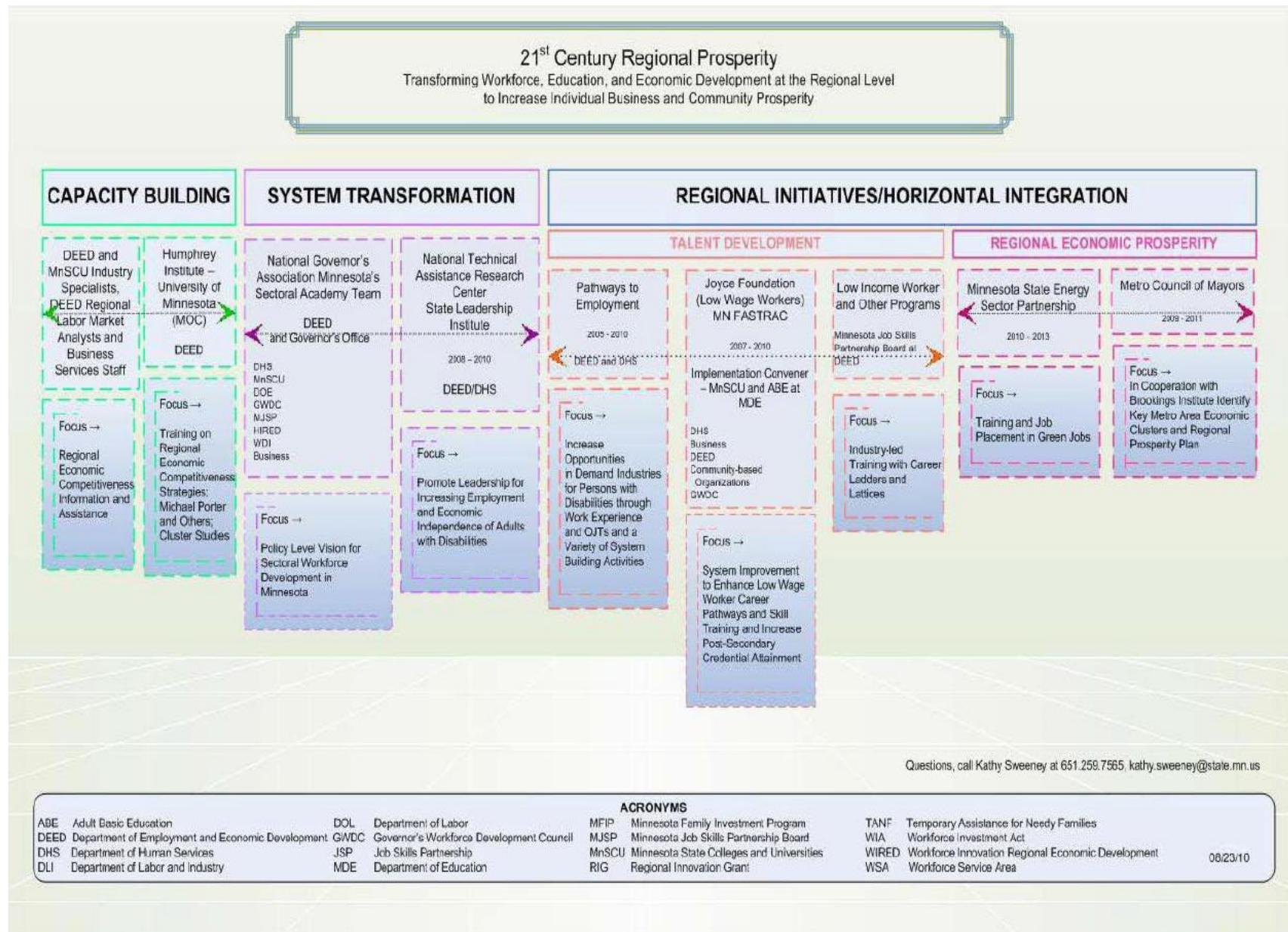
www.gwdc.org/initiatives/roi

Attachment B

Exit/Activity Cohorts for WIA & Common Measures PY '11, '12, '13

						PY 2011				PY 2012				PY 2013			
	Apr-Jun 2010	Jul-Sep 2010	Oct-Dec 2010	Jan-Mar 2011	Apr-Jun 2011	Jul-Sep 2011	Oct-Dec 2011	Jan-Mar 2012	Apr-Jun 2012	Jul-Sep 2012	Oct-Dec 2012	Jan-Mar 2013	Apr-Jun 2013	Jul-Sep 2013	Oct-Dec 2013	Jan-Mar 2014	Apr-Jun 2014
Total Participants <i>(Adult, DW,OY, YY)</i>						July 2011 - June 2012				July 2012 - June 2013				July 2013 - June 2014			
Total Exiters (Performance Matters) <i>(Adult, DW,OY, YY)</i>						July 2011 - June 2012				July 2012 - June 2013				July 2013 - June 2014			
Total DOL Exiters <i>(Adult, DW, OY, YY)</i>					April 2011 - March 2012				April 2012 - Mach 2013				April 2013 - March 2014				
Diploma Rate (YY)																	
Skill Attainment Rate (YY) <i>(both exiters & participants)</i>																	
Entered Employment Rate <i>(Adult, DW)</i>			Oct. 2010 - Sept. 2011				Oct. 2011 - Sept. 2012				Oct. 2012 - Sept. 2013						
Entered Employment Rate (OY)			Oct. 2010 - Sept. 2011				Oct. 2011 - Sept. 2012				Oct. 2012 - Sept. 2013						
Employment and Credential/Certificate Rate <i>(Adult, DW)</i>																	
Credential/Certificate Rate (OY)																	
Employment Retention Rate <i>(Adult, DW)</i>	April 2010 - March 2011				April 2011 - March 2012				April 2012 - March 2013								
Retention Rate (OY, YY)	April 2010 - March 2011				April 2011 - March 2012				April 2012 - March 2013								
Earnings Gain (OY)																	
Average Earnings <i>(Adult, DW)</i>																	
Youth Common Measures																	
Placement in Employment or Education <i>(all Youth)</i>			Oct. 2010 - Sept. 2011				Oct. 2011 - Sept. 2012				Oct. 2012 - Sept. 2013						
Attainment of Degree or Certificate <i>(all Youth)</i>																	
Literacy & Numeracy Gain <i>(all Youth)</i>						July 2011 - June 2012				July 2012 - June 2013				July 2013 - June 2014			

Attachment C

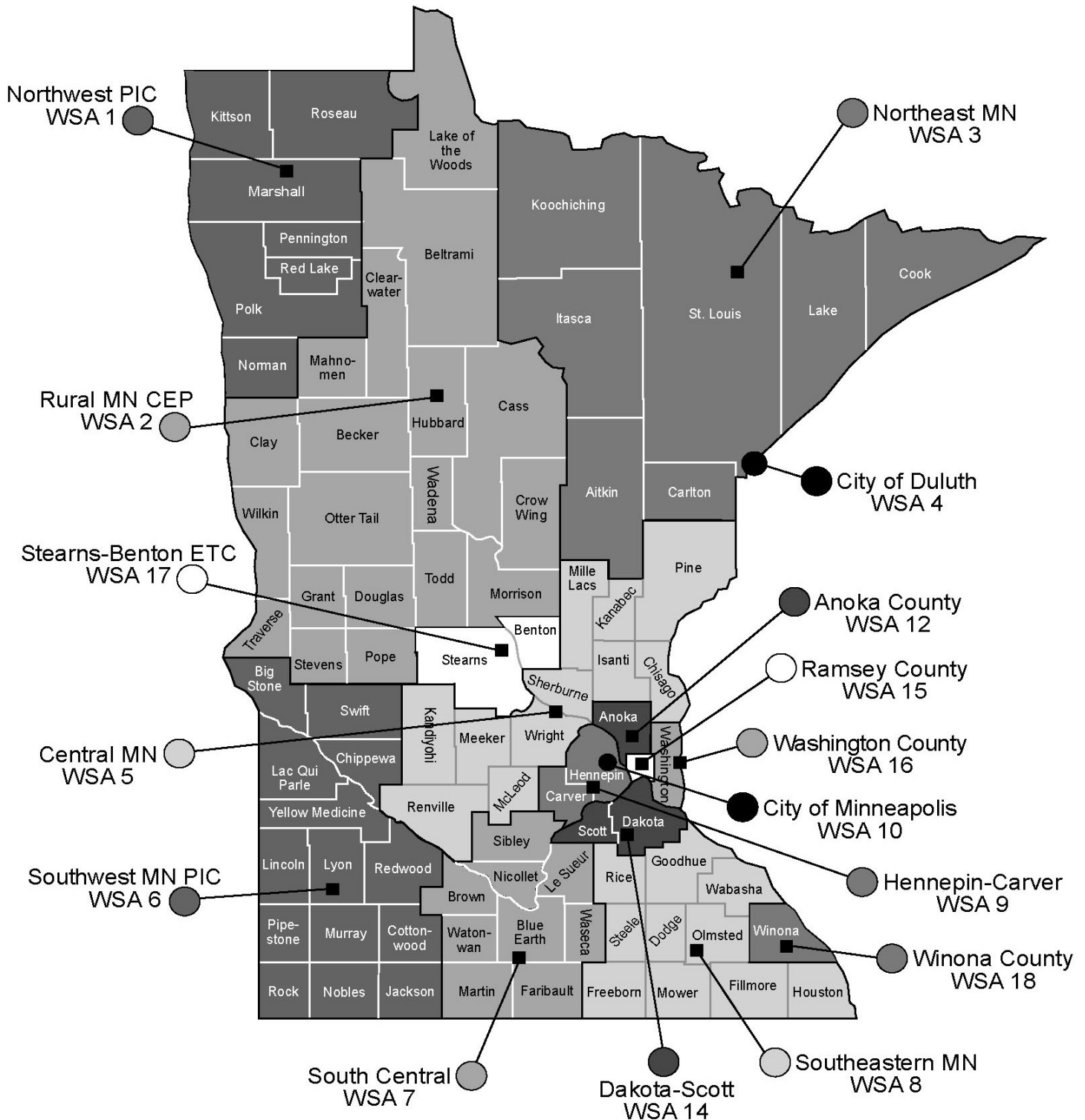


Attachment D - WIA Title I-B Workforce Service Areas -

Programs conducted under WIA Title I-B provide services to youth, adults and dislocated workers who need assistance to fully participate in the labor force.

For youth, programs provide year-round employment and training. The programs increase youth long-term employability by enhancing educational, occupational, and citizenship skills. Youth programs are designed to encourage high school completion, reduce welfare dependency and assist in making successful transitions from school to work, apprenticeships, the military or post-secondary training.

For adults and dislocated workers, the programs provide job training and other services resulting in increased employment and earnings. Among the services provided to adults and dislocated workers are: classroom training, on-the-job training, vocational and personal counseling, labor market information dissemination, and assessment.



- Workforce Investment Act (WIA) Title I-B Workforce Service Areas -

WSA 1. Northwest PIC

NORTHWEST PRIVATE INDUSTRY COUNCIL,
INC. / WORKFORCE COUNCIL

Amanda Grzadziewski – Executive Director

220 Pennington Avenue South – Suite B
Thief River Falls, MN 56701

Phone: 218.683.5460 (Fax: 218.683.5461)

TTY: N/A – Relay Service 800-627-3529

E-mail: agrzadziewski@nwpic.net

Counties Served: Kittson, Marshall, Norman, Pennington,
Polk, Red Lake, Roseau

Website: www.nwpic.net

WSA 2. Rural Minnesota CEP

RURAL MINNESOTA CONCENTRATED
EMPLOYMENT PROGRAMS, INC.

Dan Wenner – Director

803 Roosevelt Avenue

P.O. Box 1108

Detroit Lakes, MN 56502

Phone: 218.846.7400 (Fax: 218.846.7404)

TTY: 218.846.0772

E-mail: danw@rmcep.com

Counties Served: Becker, Beltrami, Cass, Clay, Clearwater,
Crow Wing, Douglas, Grant, Hubbard, Lake of the Woods,
Mahnomen, Morrison, Otter Tail, Pope, Stevens, Todd,
Traverse, Wadena, Wilkin

Website: www.rmcep.com

WSA 3. Northeast Minnesota

NORTHEAST MN OFFICE OF JOB TRAINING

Michelle Ufford – Executive Director

820 North 9th Street – Suite 240

P.O. Box 1028

Virginia, MN 55792

Phone: 218.748.2243 (Fax: 218.748.2240)

NE Office Phone: 218.748.2200

TTY: 218.748.2222

E-Mail: Michelle.Ufford@state.mn.us

Counties Served: Aitkin, Carlton, Cook, Itasca, Koochiching,
Lake, St. Louis

Website: www.jobtrainingmn.org

WSA 4. City of Duluth

DULUTH WORKFORCE DEVELOPMENT

Donald Hoag – Manager

402 West 1st Street

Duluth, MN 55802

Phone: 218.730.5241 (Fax: 218.730.5952)

TTY: 218.730.5000

E-mail: dhoag@duluthmn.gov

Serves: City of Duluth

Website: www.mnwfc.org/duluth

WSA 5. Central Minnesota

CENTRAL MINNESOTA JOBS & TRAINING
SERVICES

Barb Chaffee – Director

406 – 7th Street East

P.O. Box 720

Monticello, MN 55362

Phone: 763.271.3715 (Fax: 763.271.3701)

TTY: 763.271.3745

E-mail: bchaffee@cmjts.org

Counties Served: Chisago, Isanti, Kanabec, Kandiyohi,
McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne,
Wright

Website: www.cmjts.org

WSA 6. Southwest Minnesota

SOUTHWEST MN PRIVATE INDUSTRY
COUNCIL, INC.

Juanita Lauritsen – Director

Minnesota Workforce Center

607 West Main Street

Marshall, MN 56258

Phone: 507.537.6987 (Fax: 507.537.6997)

TTY: 507.537.6237

E-mail: jlauritsen@swmnpic.org

Counties Served: Big Stone, Chippewa, Cottonwood, Jackson,
Lac Qui Parle, Lincoln, Lyon, Murray, Nobles, Pipestone,
Redwood, Rock, Swift, Yellow Medicine

Website: www.swmnpic.org

WSA 7. South Central

SOUTH CENTRAL WORKFORCE COUNCIL

Diane Halvorson - Director

464 Raintree Road

Mankato, MN 56001

Phone: 507.345.2418 SC Office: 507.345.2408

(Fax: 507.345.2414) TTY: 507-389-6512

E-mail: diane@mnvac.org

Counties Served: Blue Earth, Brown, Faribault, Le Sueur,
Martin, Nicollet, Sibley, Waseca, Watonwan

Website: www.workforcecouncil.org

WSA 8. Southeastern Minnesota

WORKFORCE DEVELOPMENT, INC.

Randy Johnson – Director

1302 – 7th Street NW

Rochester, MN 55901

Phone: 507.292.5153 (Fax: 507.292.5173)

TTY: 507.280.3584

E-mail: rjohnson@wfdi.ws

Counties Served: Dodge, Fillmore, Freeborn, Goodhue,
Houston, Mower, Olmsted, Rice, Steele, Wabasha

Website: www.workforcedevelopment.ws

WSA 9. Hennepin / Carver

PUBLIC WORKS MANAGEMENT SUPPORT

Patrick Connoy – Director

701 – 4th Avenue South

Suite 400

Minneapolis, MN 55415-1843

Phone: 612.348-9106 (Fax: 612.348-9710)

TTY: N/A – Relay Service 800-627-3529

E-mail: patrick.connoy@co.hennepin.mn.us

Counties Served: Carver, Hennepin

(excluding City of Minneapolis)

Website: www.co.hennepin.mn.us

WSA 10. City of Minneapolis

MINNEAPOLIS EMPLOYMENT AND TRAINING
PROGRAM

Deb Bahr-Helgen – Director

105 – 5th Avenue South – Suite 200

Minneapolis, MN 55401-2593

Phone: 612.673.6226 Gen Office: 612.673.5298

(Fax: 612.673.5299) TTY: 612.673.2157

E-mail: deb.bahr.helgen@minneapolismn.gov

Serves: City of Minneapolis

Website: www.minneapolismn.gov/cped/cped_metp

WSA 12. Anoka County

ANOKA COUNTY JOB TRAINING CENTER

Jerry Vitzthum – Director

1201 – 89th Avenue NE – Suite 235

Blaine, MN 55434

Phone: 763.783.4800 (Fax: 763.783.4844)

TTY: 763.783.4724

E-mail: jerry.vitzthum@co.anoka.mn.us

County Served: Anoka

Website: www.mnwfc.org/anoka

WSA 14. Dakota / Scott

DAKOTA – SCOTT WORKFORCE SERVICES

Mark Jacobs – Director

1 Mendota Road West – Suite 100

West St. Paul, MN 55118-4765

Phone: 651.554.5622 (Fax: 651.554.5709)

TTY: 651.554.5914

E-mail: mark.jacobs@co.dakota.mn.us

County Served: Dakota, Scott

Website: www.mnwfc.org/dakotanorth

WSA 15. Ramsey County

WORKFORCE SOLUTIONS

Patricia Brady – Director

2098 – 11th Avenue East

North St. Paul, MN 55109

Phone: 651.779.5651 (Fax: 651.779.5240)

TTY: 651.779.5223

E-mail: patricia.brady@co.ramsey.mn.us

County Served: Ramsey

Website: www.co.ramsey.mn.us/workforce

WSA 16. Washington County

WASHINGTON COUNTY WORKFORCE
CENTER

Robert Crawford – Division Manager

Woodbury Service Center

2150 Radio Drive

Woodbury, MN 55125

Phone: 651.275.8650 (Fax: 651.275.8682)

TTY: 651.275.8653

E-mail: robert.crawford@co.washington.mn.us

County Served: Washington

Website: www.mnwfc.org/washingtoncounty

WSA 17. Stearns-Benton ETC

STEARNS-BENTON EMPLOYMENT &
TRAINING COUNCIL

Kathy Zavala – Director

MN WorkForce Center

1542 Northway Drive

St. Cloud, MN 56303

Phone: 320.308.5702 (Fax: 320.308.1718)

TTY: 320.308.6434

E-mail: kzavala@sbetc.org

Counties Served: Benton, Stearns

Website: www.mnwfc.org/stcloud and also,
www.workforceu.com

WSA 18. Winona County

WINONA COUNTY WORKFORCE COUNCIL

Mike Haney – Director

1250 Homer Road – Suite 200

Winona, MN 55987

Phone: 507.453.2920 (Fax: 507.453.2960)

TTY: 507.453.2936

E-mail: Mike.Haney@state.mn.us

County Served: Winona

Website: www.mnwfc.org/winona

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Kyle Temme

Workforce Development Division

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E-mail: Kyle.Temme@state.mn.us

Serves: Contact for information changes to be
made for all above WSA offices.

Website: www.positivelyminnesota.com



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September 2012