



PY 2004 Minnesota Workforce Investment Act Annual Report

positively Department of Employment
and Economic Development
Minnesota



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Introduction

One of Governor Tim Pawlenty's top goals is to "Increase Jobs and Economic Opportunities: We will support the economic success of individuals, businesses, and communities by improving opportunities for growth." This principle is the mission of the Department of Employment and Economic Development (DEED), the lead state agency driving Minnesota's workforce investment system. The Governor and the DEED commissioner have set an ambitious goal of adding 120,000 jobs to the state over the course of this administration. Workforce development is critical to the success of this effort. Minnesota's workforce investment vision:

- Focuses on business as the primary customer of workforce development
- Expands local control
- Targets resources on high-demand occupations and industries
- Uses new technology to deliver services for less
- Increases the visibility of the public workforce system

Minnesota's vision draws from two documents published by the Governor's Workforce Development Council (GWDC): the *Minnesota Workforce Center System Business Plan*, released in January 2005; and the *Investment Advisory*, released in September 2004 (for more information, including the complete version of both publications, see www.gwdc.org). The GWDC is Minnesota's state workforce investment board.

Minnesota's Business Services Initiative is a key component of the state's transformation into a demand-driven workforce investment system. The primary goal of the Minnesota WorkForce Center System is to ensure that businesses can find a qualified workforce on a timely basis. Minnesota's businesses are the state's primary customer. Minnesota is transforming its workforce system from one focused on the needs of jobseekers alone to a system that serves them through a strong connection with the businesses who will hire jobseekers. The new business services model focuses on demand-driven business services.

In PY 2004, web-based labor market profiles were added to DEED's website (see www.deed.state.mn.us). The addition of updated Labor Market Information (LMI) data to the DEED website has proven to be a timely and useful tool for jobseekers, business owners, Local Workforce Investment Boards (LWIBs) and workforce/economic development professionals. The regional profiles assist in identifying employer needs and in-demand occupations in each economic development region.

DEED and the LWIBs, and local partners are working together to integrate and streamline the local planning process. The integrated local plans provide a blueprint for coordinating services for WorkForce Center customers.

A new data collection system for state and federally funded programs offered through Minnesota's WorkForce Centers and local partners was introduced in PY 2004. Workforce One (WF1) is a web-based system that replaced and consolidated a number of legacy systems. The transition to WF1 has helped state and local staff collect and analyze participant information and outcomes more efficiently.

Minnesota continues to enhance Workforce Investment Act (WIA) program services and delivery by improvements to the Consumer Report System/WIA Training Program Certification System. This system provides valuable information on training courses including the number of students who graduated, the number of students who received jobs, the wages secured, and job retention.

This report provides a summary of the state's PY 2004 WIA Title IB programs and activities. It includes an overview of Minnesota's economy, the One-Stop System, partnering activities, and the Consumer Report System. The report details how the state allocates its resources and considers return on investment. Finally, the report provides outcome data describing the various WIA Title IB programs.

Minnesota's Economic Context

The 1990s were the strongest years in Minnesota's economic history. The state experienced its longest economic expansion with the total number of jobs growing each year starting in 1982. Between 1991 and 2000, the state added 532,000 jobs and by 1998, the state had recorded its lowest annual average unemployment rate ever at 2.5 percent, the lowest in the country at that time. With these labor market conditions, it's no surprise that the state's economy grew more than 20 percent faster than the nation's between 1990 and 1999. In fact, job growth and the demand for workers were so strong that the ubiquitous worker shortages were the top economic concern in the state during the last part of the decade and into 2000. While past employment and training programs were created during times of relatively high unemployment and few job openings, WIA began at a time when worker shortages had replaced job shortages.

The Recession and Its Aftermath

By Program Year 2000, the rate of economic growth was slowing and signs of economic downturn began to show; the unemployment rate began to increase as unemployment claims rose and the rate of job growth slowed. The national recession started in March 2001 and Minnesota was not spared from its impact.

Nationally, the 2001 recession hit three industries particularly hard: these were manufacturing, information technology and air transportation. As a result, unlike the 1990-1991 recession, Minnesota's high concentration of employment in manufacturing meant that our economy experienced job market woes earlier and suffered more job losses than states with a relatively low concentration of manufacturing jobs. Manufacturing in the state peaked in June 1998 at 399,200 jobs and then lost jobs through the recession and recovery, bottoming out at 338,800 in March 2004, a decline of 60,400 jobs. Since then manufacturing has been regaining an average of 600 jobs per month through the first half of 2005.

Minnesota's unemployment rate reached 5.2 percent in December 2003, the highest since July 1993, and remained at or above 4.8 percent through March 2004. Nationally, the unemployment rate has stayed at or above 5.0 percent since September 2001. Through 2003, Minnesota's payroll employment—like that of the nation—remained at a virtual standstill, bottoming out at 2,654,300 in November 2003.

April 2004 could be considered the real turning point in Minnesota's economy. The unemployment rate dropped from 5.0 percent in March to 4.5 percent in April while the economy generated 21,000 jobs over one month. Finally, the number of initial claims for unemployment insurance benefits—a proxy for the number of layoffs—came in well below 25,000 (the threshold under which we can expect job growth) during second quarter 2004 for the first time since the recession. During the past year, June 2004 through June 2005, the state has added an average of 2,900 jobs per month.

Despite the impact of the recession in Minnesota, the state continues to have a relatively high average pay rate. In 2004, Minnesota's annual average per capita income of \$35,861 was eighth highest in the nation, up from ninth a year earlier.

The recession did not have the same impact statewide. Through 2000, the Twin Cities and Southeast Minnesota had the strongest job growth and the tightest labor markets statewide. During the recession and its aftermath, the Twin Cities Metro region experienced the greatest job loss and the greatest increase in unemployment statewide,

Three industries make up over half of Minnesota's total employment: manufacturing, retail trade, and healthcare and social assistance. The growth of technology-related industries and occupations and global economic pressures has moved the state's industrial employment away from traditional industries such as manufacturing, mining, and agriculture. Overseas wage pressures push Minnesota's economy from low-technology manufacturing and move the state toward sectors with a more sustainable competitive advantage, such as the high technology industry that take advantage of Minnesota's highly educated workforce. With the aging of the workforce and less reliance on raw materials and manufacturing, the services industry, particularly healthcare, grew rapidly in Minnesota.

while rural Minnesota saw fewer layoffs, less of a rise in unemployment and fewer job losses than the Twin Cities. In June 2005, unemployment rates were below the state average of 3.9 percent in the Twin Cities, Southwest, and Southeast Minnesota and above the state average in Northeast and Northwest Minnesota.

Workers in the Southwest, Northwest, and West Central regions continued to earn the lowest average wages statewide, while workers in the Twin Cities and Southeast Minnesota earned the highest. Generally, rural areas are home to the manufacturing, mining, agricultural, and natural resource-based industries with slow growth and moderate wages, while urban Minnesota houses the service and high technology industries. In the longer term, employment is projected to resume faster growth in the metropolitan areas of the state, particularly the Twin Cities Metro and Central Minnesota, and remain relatively slow in the rural regions.

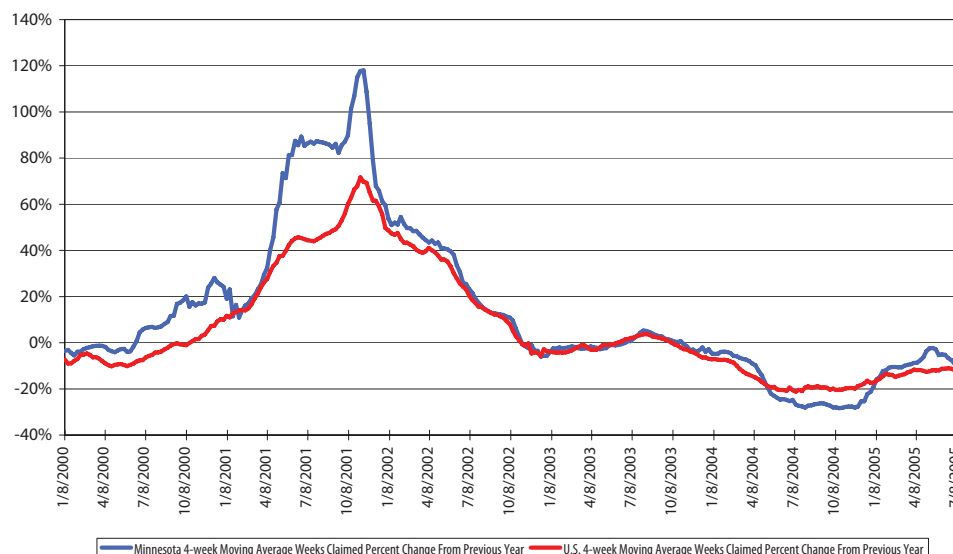
Jobs

The latest round of the Minnesota Job Vacancy Survey, second quarter 2005, brings moderately good news for jobseekers. Compared to one year prior, the number of job vacancies decreased by 9.9 percent. However, this is compared to a very strong report in second quarter 2004. Moreover, because the number of unemployed people has dropped between spring 2004 and 2005, the gap between the number of jobseekers and job vacancies has widened only slightly, from 5.0 job seekers for every 10 job vacancies to 5.1 jobseekers for every 10 job vacancies.

Hiring was down somewhat in most occupational groups this spring compared to last, although there are still some bright spots. The big declines were in manufacturing (-2,133), retail trade (-3,744), and transportation and warehousing (-1,309). These declines corresponded with a flattening in job growth in these industries over the last six months or so.

On the other hand, there are bright spots for jobseekers where pockets of worker shortages still exist. Worker shortages persist in the healthcare industry which has the largest number of job vacancies for any industry. There were 5,005 job vacancies in healthcare support during second quarter 2005, and another 4,253 in healthcare practitioners and technical. Data for healthcare practitioners and technical as well as healthcare support occupations indicate that these occupational groups are still experiencing a shortage of qualified, available staff; there are more job vacancies than one year prior. Other occupations with a high demand for workers during second quarter 2005 included architecture and engineering with 1,915 job vacancies, computer and mathematical with 1,516 job vacancies, and art, design, entertainment and media with 902 job vacancies.

U.S. and Minnesota 4-Week Moving Average Weeks Claimed Percent Change From Same Week in Previous Year



The number of unemployment weeks claimed dropped significantly during the second half of 2004. Since then it has risen slightly. However, overall, layoffs have shifted to a lower level than Minnesota had been experiencing since early 2001 according to the Minnesota Department of Employment and Economic Development's Labor Market Information Office. This graph compares Minnesota and national UI weeks claimed from 2000 through the first half of 2005.

In the long term, we can expect to see a continuation of “upskilling.” Between now and 2012, more and more jobs will require a college degree and fewer will require only high school or less. The shift in occupational employment patterns that is responsible for this trend reflects structural shifts in industries. Employment in agriculture, production/repair, and operator/fabricator occupations decreased as employment increased in managerial, professional, and technical occupations. Almost every professional, paraprofessional, and technical occupation required some post-secondary training, and many a bachelor’s degree or more. Structural shifts in industries influenced the skills and education and training the workforce need to succeed.

The Workforce

Minnesota continues to hold its title as the “hardest-working” state in the nation with 75 percent of the adult population participating in the workforce in 2003. While the male labor force participation rate is high, it is the female labor force participation rate, at 69.9 percent, that raises our overall rate to the highest labor force participation rate in the nation. Moreover, the state had the fifth highest percentage of older workers, those between 55 and 64, employed in 2003 and one of the highest workforce participation rates among persons with disabilities.

Increasing diversity is apparent in Minnesota’s workforce. Nonwhite populations in Minnesota grew dramatically in the 1990s, evident from Census data. In 1990, 6.3 percent of the total state population identified themselves as nonwhite or Hispanic or both. In 2000, 11.8 percent of the state population were nonwhite (either alone or in combination with white) or Hispanic or both. The customers of the Adult Program were even more diverse than the population of the state as a whole, as 30 percent were nonwhite. The influx of immigrants has impacted communities across Minnesota where jobs were available in industries such as food processing—jobs other residents bypass in favor of more attractive jobs. In many cases, this influx resulted in local schools and human service agencies developing and adapting services to meet the language and cultural needs of their new neighbors.

About 28 percent of Minnesota’s workforce earned less than \$10 per hour in 2002, 2.0 percent earned minimum wage or less in 2004 and the poverty rate was 7.8 percent in 2003. This means that about 405,400 state residents lived on incomes below the federal poverty line. Low-wage workers fared relatively well in Minnesota compared to elsewhere in the nation. The national poverty rate was 12.7 percent and only one state, New Hampshire, had a lower poverty rate than Minnesota during this period. The vast majority, 82 percent, of Adult Program customers in PY 2000, however, had incomes below the poverty line.

The economic recovery has taken hold here in Minnesota and around the country. Layoffs have slowed, unemployment has fallen, and job growth is moving in the right direction. Job vacancies were down 10 percent during second quarter 2005 compared to one year ago, but so were the number of unemployed. Overall, competition for existing job vacancies has not significantly increased.



One-Stop WorkForce Centers

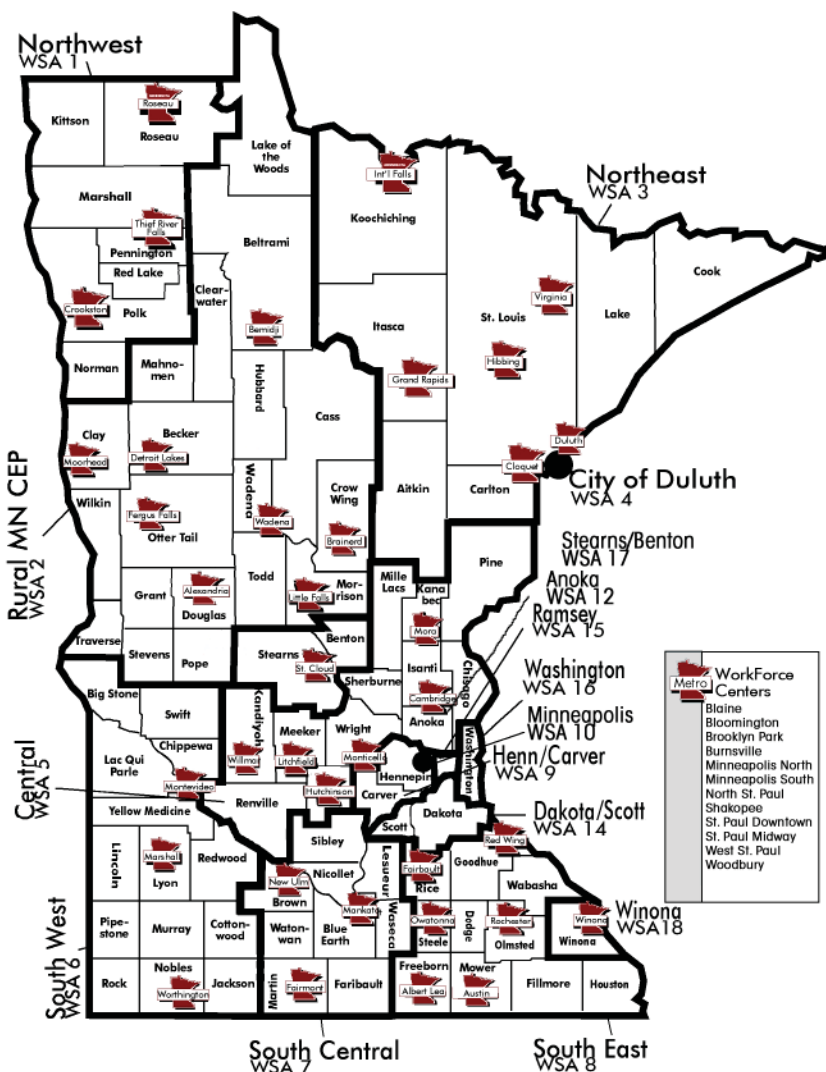
The cornerstone of the workforce investment system under WIA is Minnesota's One-Stop service delivery, which unifies numerous training, education, and employment programs into a single, customer-friendly system in local communities. The underlying notion of One-Stop is the coordination of programs, services, and governance structures so that the customer has access to a seamless system of workforce development services. Minnesota has worked toward the goal of multiple programs using common intake, case management, and job development systems to take full advantage of the One-Stops' potential for efficiency and effectiveness. A wide range of services from a variety of training and employment programs are available to meet the needs of employers and jobseekers.

The WorkForce Center System brings together state, city, county, and private nonprofit workforce development services, providing a seamless and comprehensive system to jobseekers and employers.

It is the vision of the Minnesota WorkForce Center System to be the service provider of choice for all Minnesotans. Individuals will visit WorkForce Centers with the same ease and confidence as taking a trip to the library. The WorkForce Centers are based on the following values:

- Linking of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation.
- Universal access by employers and workers with no wrong point of entry into the system.
- Customer choice related to both the methods of access and the information and services provided.
- Accountability focused on results.
- Conservation of resources through, among other things, co-location and consolidation of leases, shared operating costs, common telephone and data systems, and reduced connectivity costs.

The challenge in making One-Stop reach its potential is to ensure state and local boards can effectively coordinate and collaborate with the network of other service agencies. This includes Temporary Assistance for Needy Families (TANF) agencies, transportation agencies and providers, local planning organizations, childcare agencies, non-profit and community partners, and partners who work with youth.



Minnesota's Business Services Initiative is a key component of the state's transformation into a demand-driven workforce investment system. In the fall of 2004, DEED, using Wagner-Peyser funds, assigned Business Services Specialists to serve as a single point of contact for businesses in the workforce development system; and has hired, trained, and deployed 37 business services specialists in WorkForce Centers throughout the state. The Business Services Specialists foster business relationships with local decision-makers, assess business needs, and identify business solutions. Business Services Specialists work with regional labor market analysts and the LWIBs to identify and target key industries. They also work with DEED's Economic Development Program Specialists to ensure that businesses are aware of all of the programs and services available through DEED. WorkForce Center business services teams coordinate business outreach, brainstorm solutions to business needs, and communicate business needs with staff and partners in career guidance and individual customer services. Business Services Specialists are engaged in regional economic development, workforce development, and educational issues and initiatives.

DEED has created two pilot business service projects to develop and test new methods of business service delivery in two of Minnesota's fastest growing industries: healthcare and financial services. The business services delivery starts with a hand-picked team from local government, LWIBs, WorkForce Center staff (Job Service, Rehabilitation Services, Veteran's Services and WIA partners), and Minnesota State Colleges and Universities (MnSCU). The team relies on industry specialists with extensive experience and contacts within their respective industries. The healthcare and financial services industry specialists are a statewide workforce development resource.

Strategies For Improving Systems Integration

- Full array of services for all populations
- Functional Units (not programmatic)
 - Demand-driven career counseling services
 - Business services
 - Assessment
 - Self-help services
 - Workshops available to all populations
 - Placement
 - Referral experts for additional support
 - Administrative support
- Funding and infrastructure integration
- Seamless customer pathways
- Strong demand-driven boards led by business leaders connected to business groups
- Strong alliances with support agencies
- Strong alliances with educational agencies at all levels

Seamless Service

The One-Stop is a partnership combining state, local, county, and private nonprofit workforce development-related services under one roof. One-Stops provide a seamless and comprehensive system to jobseekers and businesses. The One-Stop System is more than a building but an inter-connected array of services and information which can be accessed at a physical site or at a virtual website.

In Minnesota, One-Stop centers are called WorkForce Centers. Core partners in the WorkForce Centers include Adult, Dislocated Worker and Youth Programs (WIA Title IB), Job Service, Veterans Services, Rehabilitation Services, and Services for the Blind as well as public assistance.

Unemployment Insurance (UI) programs can be accessed via the internet or telephone. Adult Education and Literacy program services are available on-site at some WorkForce Centers. The addition of UI profiling identifies claimants early in their claim to help identify reemployment services that will meet the needs of the claimant.

Minnesota's WorkForce Centers are moving towards a greater connection with economic development programs. State or local economic development staff are housed in WorkForce Centers for greater coordination of business services. The WorkForce Centers are reaching out and partnering with Chambers of Commerce, business organizations, and community colleges to bring together community resources to provide more efficient and cost effective solutions to business concerns. Minnesota's top priority is to provide seamless services to businesses as well as jobseekers. There should be no wrong door in a community if a business is researching resources to meet their needs.

The One-Stop system receives input from its customers; businesses and jobseekers, the GWDC, LWIBs, Chambers of Commerce, Job Service Employer committees, and other local decision-makers. Forty-eight full-service WorkForce Centers are in operation. Awareness of Minnesota's One-Stop system has increased by promoting career related linkages to public libraries and their customers.

Consumer Report System

One of the key hallmarks of the Workforce Investment Act (WIA) program is the Consumer Report that allows consumers, especially WIA Adults and Dislocated Workers, to make more informed choices on available training options by providing program performance results. Minnesota's Consumer Report is available through the Internet System for Education and Employment Knowledge or ISEEK (www.iseek.org), which includes a wealth of information on schools and their programs, career planning, employment, and information for businesses. ISEEK also includes a feature that allows consumers to conduct searches of WIA-certified programs. Generally, WIA recipients will access Consumer Report information through schools or one of Minnesota's 48 WorkForce Centers. By logging onto the ISEEK website any consumer can access and compare information on training program graduates' employment rates, training-related employment rates, retention rates, and average hourly wages.

In November 2003, the Minnesota Department of Employment and Economic Development (DEED) initiated a new process for generating Consumer Report and WIA certification wage and employment performance measures. Under the new process, wage and employment measures are generated by the Minnesota Office of Higher Education (formerly known as the Higher Education Services Office) in accordance with an Interagency Agreement that is renewed annually.

In May 2005, DEED requested a waiver to allow the present program certification list to continue into Program Year 2005. Programs that were certified for WIA training purposes in Program Year 2004 would continue to be certified for Program Year 2005. Only previously uncertified programs would have to go through the WIA certification process. The waiver was requested because of some difficulty related to obtaining updated program information. The waiver was granted in accordance with DEED's request. The existing certification list, with the appropriate additions, will continue into Program Year 2005.

Minnesota's Consumer Report has entered its first update cycle under the new process with the Office of Higher Education. The process for generating program employment and wage performance results has gone more smoothly this year. Seventy-six percent of training providers have chosen to revise their Consumer Report performance measures.

Because DEED's WIA certification waiver was granted, approximately the same number of schools and programs listed in Program Year 2004 Consumer Report are present in this year's report. A few new schools applied for WIA Certification over the past year, and some new programs at existing schools have also been certified. As of August 2005, the Consumer Report included performance results for over 3,500 training programs offered at 96 schools.



Other priorities limited DEED's ability to accomplish Consumer Report 2004-2005 initiatives listed in last year's update. More work is needed to:

- Enhance the functionality of the Consumer Report
- Train WorkForce Center Staff on the use of Consumer Report information
- Increase post-secondary school participation in WIA certification and the Consumer Report
- Market the Consumer Report information to secondary and post-secondary career counselors
- Explore whether the Minnesota State Colleges and Universities can participate under the new process to assure greater consistency in performance result calculations, increased confidence in performance results, and improved overall efficiency in the process

In addition, DEED staff may revisit the Consumer Report and WIA certification update cycle in light of conflicts with the Minnesota Career Information System's survey cycle and local Workforce Councils' availability to make WIA certification determinations.

While we do not anticipate changing our current WIA certification and Consumer Report process under a "reauthorized" WIA, the criteria used to certify programs may undergo revisions. Congress and the President agree on the need for a certification process that gives more flexibility to governors on the measures and standards that would be used to certify training programs. By January 2006, DEED will convene representatives of the state's employment and training community to discuss what certification measures and criteria would be most appropriate for the state in order for WIA consumers to make intelligent training choices.



Resource Allocation and Effectiveness

Federal Allocation Formulas

The issue of federal WIA resource allocation continues to be a problem for Minnesota. Resources for the WIA Title IB youth and adult programs depend on formulas that rely primarily on unemployment data and are not distributed based on the need for employment and training services for all individuals (both employed and unemployed). The formulas are “hold-overs” from the Job Training Partnership Act (JTPA), legislation that was targeted to assist specific demographic groups. WIA Title IB is intended to provide a set of “core services” for ALL individuals. The current WIA allocation formulas do not take this into account.

Many adult and youth program participants are not attached to the labor force. Unemployment data does not measure true need for WIA employment and training services. Unemployment data assumes present labor force participation, something that might not apply for the majority of WIA Adult and Youth customers. The way unemployment data is currently used (i.e. using the concepts of “excess unemployment” and “Areas of Substantial Unemployment” {ASU}) in the formulas creates “notch problems.” A “notch problem” occurs when those on either side of a single eligibility cutoff point receive significantly different levels of assistance, though they have similar needs.

States with unemployment rates of 4.5 percent or above share in at least one of the formula portions associated with unemployment, while those with unemployment rates of 4.4 percent or lower do not share in either formula portion. There is little difference between states just below the notch and states with 4.5 percent unemployment rates, yet the funding difference is substantial.

The ASU element causes states with more than 6.5 percent unemployment rates to receive significantly more resources than states with up to 6.4 percent unemployment rates. The 6.5 percent notch prevents states just below this level from receiving funds from this formula portion. There is not much difference in economic conditions of areas that have 6.4 percent unemployment as compared to areas with 6.5 percent unemployment.

WIA’s “hold-harmless” provision lessens the impact of the “notch problem.” By maintaining a 90 percent floor and 130 percent ceiling on state allocations, the U.S. Department of Labor formula somewhat “blunts” the effect of the cutoff point for states. States have similar hold-harmless provisions with regard to their localities. However, there is still an inequitable distribution of WIA funds.

The following data illustrate the point. For the past two years, Minnesota has had approximately 2.0 percent of the national labor force and 1.53 percent of the total number of unemployed individuals in the country, yet it has received less than 1.0 percent each of WIA Title IB national adult funds, dislocated worker funds and youth funds. Clearly, this is a resource allocation inequity.

Another allocation formula problem continues within the WIA Title IB youth program. Two-thirds of the present formula (i.e. unemployment data) uses information related to adults. The unemployment data does not include most youth for which unemployment is difficult to measure and report. Furthermore, the current allocation formula is based on youth between the ages of 16 and 21, despite the fact the program serves youth between the ages of 14 and 21.

The problems of the federal formula are carried over as Minnesota allocates its funds to its local Workforce Service Areas. Certain areas do get disproportionate shares even with the hold-harmless provisions in effect.

A number of congressional leaders who are considering the reauthorization of the WIA have recognized many of the formula problems cited above. The House of Representatives’ version of WIA Reauthorization

recognizes the universal nature of the program and proposes a significant change in the way funds are allocated among the states.

The General Accounting Office (GAO) has also studied the issue of the WIA allocation formula and has recognized the inequity of the present distribution and the “disconnect” with WIA’s stated purposes. GAO proposed several formula alternatives that Minnesota hopes Congress will consider in the future Senate-House conference committee on WIA reauthorization. Every state, territory, commonwealth deserves its fair share of WIA dollars. This fair share must be based on factors that adequately represent the distribution of WIA’s potential customers as well as meeting the purposes of the Act.

Strategic Focus on Industries and Occupations

The GWDC’s *Investment Advisory* recommended that Minnesota build on its economic strengths in its workforce development strategy by targeting resources to specific industries and occupations. Minnesota will identify specific economic sectors facing workforce and economic development challenges and adopt a sector-specific approach to focus resources from multiple state agencies and organizations to address specific skills gaps. Regional leaders have the opportunity to identify regional priority sectors and focus resources on sectors that may be of importance to a region, but have yet to emerge as a statewide priority. An outstanding example of using this approach has already been implemented by the Southeast Minnesota LWIB in its report *Southeast Minnesota: Preparing to Compete in the Age of Innovation*. This report is available online at www.deed.state.mn.us/youth/lmi/REEDfull.pdf.

In the planning guidance distributed to LWIBs, DEED asked each LWIB to identify the high-demand, high-wage industries and occupations that are critical to local and regional economic vitality. DEED is encouraging local areas to direct their Workforce Investment Act Title IB training resources to focus on these specific occupations and industries. Once each LWIB identifies specific local industries, DEED’s Business Services Specialists will identify, research, and prioritize solutions to meet the needs of businesses in those specific industries.

New Technology and Partnerships to Deliver Services More Efficiently

The WorkForce Center Registration System (WFCRS) will be integrated into self-service computers used by customers at seven pilot sites in Minnesota initially and gradually expanded to all WorkForce Centers by the Spring of 2006. The WFCRS will collect accurate and timely information on customer volume as well as usage and activity patterns in WorkForce Center Resource Areas. The system will also allow more concise tracking of public access events such as orientations, seminars, workshops and other activities held on-site.

The new system will help Minnesota better understand who is using the WorkForce Center Resource Areas, what the frequency of use is, and what brings customers into WorkForce Centers. The seven pilot WorkForce Center sites will include: Hennepin South, Monticello, North St. Paul, South Minneapolis, West St. Paul, Willmar, and Duluth WorkForce Centers.

Cost Effectiveness Analysis

The State of Minnesota is committed to expending employment and training resources in the most cost-effective manner. State staff study spending patterns, service level reports, and outcome information to learn how to best use the limited funds. Minnesota will develop a Return on Investment (ROI) Model that takes into account the following factors:

- Revenues invested in the program
- Expected increased taxes obtained from individuals who used the program
- Expected decreased public assistance support for individuals who used the program
- Expected decreased unemployment insurance costs for individuals who used the program
- Expected decreased publicly assisted supportive services for individuals who used the program

The task of developing such a model has proved to be more difficult than originally envisioned. The lack of uniform definitions and of usable data has proved to be a significant barrier. At present, Minnesota carefully examines the effect of WIA program participation on wage changes. Program participant wage changes are compared to the average wage changes for all wage earners in the state. DEED Research and Statistics Office reported that the average wage for all wage earners in the state, from the first quarter 2004 through the first quarter 2005, went from \$784 per week to \$789 per week (an approximate annual wage increase of \$40,768 to \$41,028) a change of 0.63 percent. In essence, wages remained static, in line with inflation.

In an effort to improve the effectiveness of program participation on wage gains, Minnesota has allowed local entities to obtain official information about individual pre-program earnings. This involves the acquiring of individual Minnesota Wage Detail records if the individual provides consent. This information is used to set appropriate wage level goals that increase earnings for the participant and improve local entity performance. These goals are indicated in individual service plans and the local entity and the participant agree to work towards achieving them.

The following analyzes the youth, adult, and dislocated worker WIA programs by comparing costs and wages. Each analysis starts by listing PY 2004 expenditures, the total wage benefits and then the cost/benefit ratio. The analysis concludes with an explanation as to how the benefits were calculated.

Adult Programs

A. Total WIA Title IB Adult Expenditures for Program Year 2004 (from present and past allocations):
\$5,231,029

B. Total WIA Benefits for Program Year 2004 (Total Annual Wage Gain for all Adult participants):
\$13,672,028

C. Benefit/Cost Ratio:

$$\frac{\$13,672,028}{\$5,231,029} = 2.61$$

Meaning = for every adult program dollar spent under WIA, there was an annual wage gain per person of \$2.61 (a rate of 261 percent return on investment)

D. Adult Average Annual Program Participant Wage Gain:

For those receiving training services (plus intensive and core services)

$$\$6,115 \text{ (six months)} \times 2 = \$12,230 \text{ (671 participants)}$$

For those receiving only intensive and core services

$$\$4,365 \text{ (six months)} \times 2 = \$8,730 \text{ (626 participants)}$$

Weighted Annual Average Wage Gain: \$10,541 (1,297 participants)

Meaning = These annual wage gains need to be compared with the overall Minnesota annual wage gain of \$260

E. How results were derived:

Six Month Wage Gains

Training Services: 671 participants; Total wage gain: \$4,103,445

Intensive and Core Services only: 626 participants; Total wage gain: \$2,732,569

Total Six Month Wage Gain: \$6,836,014

 Total Annual Wage Gain: $\$6,836,014 \times 2 = \$13,672,028$

Dislocated Worker Programs

The above analysis would not be appropriate for the Dislocated Worker Program. Because of the nature of the program and the individuals served, program customers often receive less wages than what they earned at their previous job. While prior evaluations of the program in 1997 and 2001 indicated an approximate ROI of about \$2.45 for every dollar invested in the program, state staff continue to investigate more accurate methods for determining a true ROI for the Dislocated Worker Program.

Youth Programs

Total WIA Expenditures: \$6,998,058

Total WIA Benefits (Wages+Earnings): \$9,818,923

Cost/Benefit Ratio: \$1.40 for each \$1.00 of Youth Formula Grant funds

Explanation of the Calculations

In this analysis, only direct benefits to the program participants were considered. These benefits include post-program participant wages plus wages paid to participants during the program in PY 2004. The following shows how post-program participant wages and earnings through program participation were combined to calculate the total WIA benefits (Wage+Earnings) figure of \$9,818,923 above, with a result of \$1.40 in benefits for every dollar expended.

Youth Program Earnings Through Participation: \$6,998,058

During their participation in WIA youth programs, youth receive immediate direct benefit from their earnings in work experience opportunities. The above figure represents program earnings in PY 2004. Beyond these direct benefits to the youth, Minnesota benefited from the participation of youth in WIA in ways that are not quantified in this analysis. Year-round youth programs provide structured, well-supervised work experience, educational opportunities, and life skills training that establish good work habits and provide specific job skills. Earnings of youth participants are returned to the local economy in the form of increased spending. In addition, other positive results included:

- Students remained in school as a result of participation in WIA youth programs
- Dropouts returned to school after participating in WIA youth programs
- Savings were realized due to reduced crime and judicial system costs
- Juvenile offenders used a portion of their earnings to pay restitution to crime victims
- The development of responsible work habits, citizenship skills, and parenting skills
- Savings to the state due to participants being off (or not entering) public assistance

Post-Program Participant Wages: \$2,820,865

This figure is the estimated annualized earnings of exiters of the WIA PY 2004 Youth Program, for the 12-month period immediately following program exit, adding 2.0 percent for inflation and wage growth during this period. The amount of total WIA monetary benefits shown above does not include actual or estimated wages earned by WIA Youth Program exiters leaving the program after July 1, 2005.

Adult Program

Introduction

Program Year 2004 WIA Title IB Adult Program, much like 2003, contained much uncertainty over the future of WIA reauthorization. However, this did not stop Minnesota from continuing to innovate. The Adult Program was merged under common unit management with Dislocated Worker and Trade Adjustment Assistance (TAA), to improve coordination of policy and similar state-level activities. More detail on this efficiency strategy is below and in the Dislocated Worker narrative.

Minnesota exceeded its PY 2004 Adult Program performance standards:

WIA Adult Performance Measure	PY 2004 Goal	PY 2004 Outcome
Entered Employment Rate	71.0%	88.52%
Employment Retention Rate	78.0%	89.10%
Earnings Change in Six Months	\$3,000	\$5,271
Employment and Credential Rate	54.0%	74.31%

Program Purpose

Minnesota's WIA Title 1B Adult program provides employment and training assistance to adults to increase their employment, earnings, and occupational skills. The program (along with Wagner-Peyser) gives critical funding to required core services for the "universal customer." Employment is the goal for the customer—whether the customer is a "universal customer" or one of several locally-prioritized groups.

Services Provided

The Adult Program provides the following types of services:

- Job openings (Minnesota's Job Bank)
- Classroom training
- On-the-job training
- Vocational and personal counseling
- Dissemination of labor market information
- Assessment tools
- Supportive services
- Resource Rooms and equipment

Minnesota requires registration for the WIA Title IB Adult customer when that individual receives at least two cumulative hours of staff-assisted core services. Once registered, the customer can receive appropriate additional Core II services as well as intensive services as determined by the Individual Service Strategy (ISS). If the need for occupational or on-the-job training is identified, the customer moves to the training level of services. As required, WIA-funded training is delivered through the use of certified training providers using Individual Training Accounts (except for on-the-job training and customized training).

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

- Transportation
- Family care
- Healthcare
- Housing or rental assistance
- Emergency health insurance
- Emergency financial assistance
- Tools and clothing
- Counseling: personal, financial, and legal
- Needs-based payments

Customers

During PY 2004, the WIA Title IB Adult program served 2,565 program registered individuals statewide. (In PY 2003, the program served 2,770 individuals.) This number does not include the hundreds of thousands of individuals who came to WorkForce Centers for universal Core I services. For example, in PY 2004, there were approximately 2.2 million unique visitors to Minnesota's Job Bank. Minnesota is exploring ways to identify more precisely the number of universal customers and the services they use.

A number of the local Workforce Service Areas (WSAs) used priority of service in the WIA Title IB Adult program, ensuring that individuals who needed the most assistance received it. Most (73 percent) were not employed at the time of initial service. A third (33 percent) were single parents while nearly a quarter (24 percent) were receiving some form of public assistance. Seven percent had disabilities which represented a barrier to self-sufficiency. Eight percent were receiving unemployment insurance benefits at the time of initial service.

The data indicate that many customers entered the program with limited attachment to the workforce, indicating a need for intensive services with a work readiness focus. The continued influx of individuals with limited English language proficiency indicates a need to enhance linkages to English as a second language and Adult Basic Education programs.

The average wage of adults entering the program was \$9.42 per hour, while the average wage upon exiting was \$10.98 per hour, an increase of 16.6 percent. Additional adult performance outcomes are detailed in the Minnesota outcome performance tables at the end of this report.

Service Providers

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

Strategies for Improvement

1. **Administrative consolidation and coordination.** As noted in the introduction to this section, administration of the Adult program has been consolidated at the state level with Dislocated Worker and TAA programs. This has allowed better coordination of policy, and has increased efficiencies in communication and coordination with local partnerships. Minnesota expects to see additional benefits over the coming year, and will be well prepared for the challenges a reauthorized WIA may present.
2. **Management information systems.** Minnesota's new management information system, Workforce One, became fully operational during PY 2004. Significant training and database improvement activity took place during this year, and the system has met virtually all operational needs. In the coming year, Minnesota expects further refinement of Workforce One to improve data entry, information accuracy, and ease of reports.

Minnesota is also enhancing its data analysis efforts by using the "Performance Matters" system from FutureWorks. This system will allow staff more and better opportunities to see how well all WIA programs, including Adult, are meeting the needs of their customers.

3. **Working smarter.** State and local partners have had to innovate to keep basic services available to as many customers as possible, given limited resources. For example, Minnesota's local partners have made extensive use of labor market information to develop regional economic profiles and forecast jobs with significant short- and long-term growth potential. This allows for more effective and efficient job search strategies.
4. **Separate monitoring team.** In order to provide more efficient oversight for all WIA-related programs, Minnesota has consolidated its monitoring expertise into a stand-alone unit. Staff in the unit will become familiar with all aspects of all WIA programs, while maintaining specialized knowledge in one or two. This will allow for more effective monitoring trips, with staff more able to share expertise and cover gaps when analyzing local partner performance.
5. **Technical assistance.** State staff conduct special sessions with local partner staff, to ensure common understanding of how performance will be measured. In addition, state staff disseminate best practice information to all members of the employment and training community. Regularly scheduled "roundtables" provide opportunities for state-local interaction; this coming year will see these roundtables geared more specifically toward peer learning opportunities.



Dislocated Worker Program

Introduction

The Dislocated Worker program continued its record of success in PY 2004. Beyond the numbers, Minnesota has made strong progress in fundamentally integrating the Dislocated Worker program with the Trade Adjustment Assistance (TAA) program, as well as with WIA Title 1B Adult and Wagner-Peyser activity. The state administration has also substantially strengthened its partnerships with local service providers, making significant policy changes in response to lessons learned in the field.

Despite overall economic growth in Minnesota this past year, several high-profile events have underscored the importance of having an effective and efficient Dislocated Worker Program. Most prominent among these have been the continuing business difficulties in the airline industry, where hundreds of workers have faced layoffs as a result of substantial cost-cutting.

Purpose

The Dislocated Worker (DW) program helps dislocated workers return to appropriate work with comparable wages and benefits, as soon as possible.

Customers

Dislocated workers are individuals who (1) have had a long attachment to the labor force and (2) were permanently laid off from their employment or have received a notice of an impending permanent layoff. They are usually eligible for unemployment compensation but may have already exhausted this entitlement. They are sometimes entitled to Trade Readjustment Assistance (TRA) and/or other assistance under the Trade Adjustment Assistance Act. Self-employed workers, farmers, or displaced homemakers can also be dislocated workers.

Enrollment priority goes to those workers unlikely to return to their former occupation or industry because of a lack of transferable skills or a lack of available jobs where they live.

Nearly 4,000 dislocated workers received service in Minnesota under the WIA Title IB Dislocated Worker Program in Program Year 2004. Local partnerships spent approximately \$5.4 million serving these workers. According to Minnesota's Rapid Response files, dislocation events for Program Year 2004 were up slightly from the previous year (159 vs. 151 for Program Year 2003). There were 66 events with manufacturing companies representing about 43 percent of all dislocation events. Other industries represented in the events for Program Year 2004 included: services, retail, education, wholesale, finance, communications, and transportation.

Results

The WIA Dislocated Worker Program in Minnesota served 3,984 workers in PY 2004. The results of that program, compared to the standards negotiated with the U.S. Department of Labor are shown on the right:

Dislocated Worker Performance Measure	PY 2004 Goal	PY 2004 Outcome
Entered Employment Rate	75.0%	87.63%
Six Month Retention Rate	85.0%	93.75%
Earnings Replacement	88.0%	84.27%
Credential Rate	50.0%	71.17%

Services and Providers

In its WIA Unified Plan, Minnesota planned to provide workforce development activities for dislocated workers under WIA Title IB through: Core Services, Intensive Services, and Training Services.

These program services for dislocated workers are delivered by a network of 16 WSAs, three independent providers, and seven other certified service providers. These non-WSA service providers are:

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

These program operators may receive federal Early Readjustment Assistance Grants (ERAGs), which provide immediate but limited funding for services to dislocated workers to fill the gap between the time workers receive layoff notification and full project funding is awarded.

Community Impact

Layoffs, particularly mass layoffs (involving 50 individuals or more), have an impact that goes beyond the workers and business and onto the entire community. The shock waves can surge through surrounding businesses, local government tax base, schools, families, and community organizations as individuals who would ordinarily be contributing financially to the welfare of the area were now seeking assistance from that same area. Because of this impact, the federal government established a portion of the WIA Title IB Dislocated Worker program to help alleviate the pain of a mass layoff or plant closing. To assist in the effectiveness of this program, the state implements rapid response activities, which track all possible dislocations but are particularly useful in mass layoff events.

Rapid Response Activities

The Dislocated Worker program's effectiveness, impact, and efficiency all benefit from the Rapid Response process. Rapid Response puts into motion a series of coordinated actions to involve all stakeholders, including local partners, in helping newly laid-off workers. In addition to the general state staff concerned with Rapid Response, this team includes an employer liaison and a labor liaison both of whom facilitate their respective organizations' involvement in the program and educate their constituencies on program purpose and services. The Rapid Response Team continues to develop and improve its strategies.

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

1. **Timeliness.** The Rapid Response Team gains the cooperation of the employer to achieve early intervention. Early intervention can increase the chance a layoff may be averted or minimized through alternative actions and resources. Promotion of the program with workers, businesses, labor unions, government agencies, and service providers continues to grow.
2. **Convenience and Worker Choice.** Through the use of Employee-Management Committees, workers can choose their service provider for a single mass layoff.

Core Services

- Determination of individuals' eligibility to receive assistance under WIA.
- Outreach, intake and orientation to information and services available through the One-Stop system.
- Assessment of skill levels, aptitudes, abilities, & support service needs.
- Job search, placement assistance, and career counseling.
- Provision of employment statistics.
- Provision of performance information and program cost information of eligible providers of training.
- Provision of information regarding how the local area is performing.
- Provision of information related to supportive services and unemployment insurance.
- Follow-up services.

Intensive Services

- Comprehensive assessment of skill levels and service needs.
- Development of employment plan.
- Group counseling.
- Counseling and career planning.
- Case management for individuals seeking training.
- Short-term pre-vocational services.

Training Services

- Occupational skills training, including training for non-traditional employment.
- On-the-job training.
- Programs combining workplace training with related instruction.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Job readiness training.
- Adult education and literacy activities combined with other training services.
- Customized training.

Support Services

- Transportation.
- Family care.
- Healthcare.
- Housing or rental assistance.
- Emergency health insurance.
- Emergency financial assistance.
- Tools and clothing.
- Personal, financial and/or legal counseling.
- Other services.

DEED's Rapid Response Team identifies and responds quickly to large layoffs and business closings so projects can be started where workers are in need of services. Upon notification of layoffs and business closings, the Rapid Response Team immediately begins to work with the company, the community, and the affected workers to lessen the impact of dislocation.

The Worker Adjustment Retraining Notification Act (WARN), is a federal law requiring employers to provide notice 60 days in advance of plant closings and mass layoffs. DEED receives these notices and puts the rapid response activity in motion.

More information about Minnesota's Dislocated Worker Programs can be found on the web at: www.deed.state.mn.us/dw TAA and similar program information is integrated into this site.

3. **Company-Specific and Worker-Centered Services.** The Employee-Management Committee participates in the planning of program services to ensure tailoring of services to the needs of this particular group of workers. The Rapid Response Team keeps track of information relating to each event and maintains a database of information to improve future and/or related activities.
4. **Coordination and Leveraging of Resources.** Projects provide better opportunities for targeting limited program resources. All available employer, union, community, and TAA resources are leveraged to maximize program effectiveness.
5. **Consistent and Accurate Information.** Rapid response provides clear and consistent service information appropriate to the circumstances of each event. When appropriate, the Rapid Response Team brings other program information such as the shared work program (to minimize the need of laying off workers) or business and community development programs (to help businesses facing certain barriers).

Strategies for Improvement

Here is how the Dislocated Worker program improved in Minnesota during the past program year, and how it intends to continue to improve:

1. **Integration.** The integration of Dislocated Worker with TAA, WIA Title IB Adult, and Wagner-Peyser continues to reveal new efficiencies in scale and scope. New policies are already in place to codify this integration: for example, a dual enrollment policy for TAA customers in Dislocated Worker; and a policy that clarifies priority use of TAA and Dislocated Worker funds. Minnesota is one of very few states in the country that achieves 100 percent co-enrollment of individuals eligible for TAA into the Dislocated Worker Program. State staff have also begun consolidating Dislocated Worker and Adult policies, so that local partners can more easily follow requirements and changes.

In the future, Minnesota expects to continue policy clarifications and cross-train staff for TAA and Dislocated Worker (particularly rapid response), so that events involving both programs can receive faster and more efficient state response.

2. **Collaboration.** As a result of new and regular meetings with key WSA partners, as well as increased communication with independent service providers, Minnesota has initiated more than a dozen different policy and procedure changes. Virtually all of these changes shorten the time between a layoff and the delivery of concrete services to affected workers. For example, provider paperwork for project proposals has been cut by more than half; and notice of state rapid response activity now includes more formal communication with local rapid response liaisons (designated in their annual plans).
3. **Customer satisfaction.** Minnesota continues to outpace the nation in its efforts to track Dislocated Worker (and all WIA) customers. Our quarterly customer satisfaction reports based on the American Customer Satisfaction Index will continue to help shape our service delivery.

Youth Programs

The key to Minnesota’s successful implementation of youth programs funded under WIA is the availability of excellent services for economically disadvantaged and at-risk youth. The Local Workforce Investment Boards (LWIBs) and Youth Councils ensure local collaboration across agencies responsible for workforce development, education, social services, community corrections, health, rehabilitation services and State Services for the Blind, Job Corps and the business community.

Minnesota’s 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. Excellent case management, which is the cornerstone of Minnesota’s program structure, is the key to providing effective youth services.

Program Purpose

Local youth program specialists work closely with parents, schools, social services, and other agencies to meet the unique needs of at-risk youth who are pregnant or parenting, foster children, youth with disabilities, at risk of involvement with the juvenile justice system, or with other barriers to employment. There is a strong service-learning component embedded in all of the youth activities. Youth take an active role in planning community development projects.

Youth services and activities can be summarized under six major themes:

- Focus on the neediest youth
- Coordination and leveraging of resources at the state and local level
- Coordination with local educational agencies
- Meet the demands of business, especially in high-growth areas
- Youth connections and access to the WorkForce Center system
- Performance accountability and a commitment to improving the quality of services

Local service providers design an Individual Service Strategy (ISS) based on each youth’s objective assessment. Strong relationships between the partner agencies in the local WorkForce Center system provide ease of access and referral between programs. DEED’s Office of Community-Based Services emphasizes local flexibility in designing the mix of youth services, taking into account the needs of community employers.

WSAs make the following 10 required youth program elements available:

- Paid and unpaid work experiences, internships
- Adult mentoring
- Leadership development
- Occupational skills training
- Alternative secondary school services
- Comprehensive guidance and counseling

Youth Performance Measure	PY 2004 Goal	PY 2004 Outcome
Younger Youth Skill Attainment	80.0%	90.06%
Younger Youth Diploma/Equivalent Attainment	53.0%	75.67%
Younger Youth Placement & Retention	60.0%	76.69%
Older Youth Placement	65.0%	77.97%
Older Youth Retention	75.0%	85.58%
Older Youth Wage Gain	\$3,000	\$4,495
Older Youth Credential	47.0%	50.49%

- Support services
- Tutoring, study skills training/dropout prevention strategies
- Follow-up services

Customers

Services are provided to economically disadvantaged and at-risk youth between the ages of 14 and 21 who are:

- School dropouts
- Basic literacy skills-deficient
- Homeless or runaway
- Pregnant or parenting
- Offenders
- In need of assistance to complete an education program or to secure or hold employment

Service Providers

Minnesota WSAs/LWIBs provide services through a network of public and private nonprofit youth service providers. WSAs offer an array of 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.

Strategies for Improvement

1. Web-based Regional Labor Market Profiles are available and updated twice per year by DEED's labor market information staff. The profiles assist in the assessment of employer needs. Regional labor market profiles help WSAs/LWIBs to identify in-demand occupations and short-and long-term skills needed by youth to secure jobs in the region. (See www.deed.state.mn.us/youth)
2. Project C3 MN is an online resource designed to connect youth, families, professionals, and employers to services in their communities based on need, interest, and location. See www.c3online.org for the new resource mapping tool developed as a result of a federal discretionary grant from the Department of Labor. This is a collaborative with the PACER Center at three pilot sites: Minneapolis, Ramsey County and Central Minnesota.
3. WSAs initiate Youth Summits to enhance service coordination and identify youth needs and service gaps. Coordination with foster care, education, social services, rehabilitation services, migrant and seasonal farmworker programs, and Job Corps ensures that youth from all backgrounds can access a variety of services and activities.
4. WSAs offer Lifeskills Transition Workshops for alternative school students. WSAs also offer independent living skills focus groups directed to youth aging out of the foster care system, young offenders transitioning back to the community or immigrants.

Success Story: Jennifer Mittag

Jennifer Mittag, age 17, spent time in foster care and in a juvenile detention center in Northeast Minnesota. She did not want to finish high school before she met Career Counselor Judy Lundquist from the Northeast Minnesota Office of Job Training. Through her participation in the WIA Youth Program, Jennifer learned job skills ranging from computers to working with people and "everything about holding a job." Jennifer worked at First Call for Help for one year and secured her high school diploma.

Jennifer plans to study criminal justice at North Hennepin Community College this Fall. She plans to transfer to Metro State in St. Paul to complete her degree (with a minor in child psychology). "I don't know where I would be without the WIA Youth Program," Jennifer said. "It means a lot to me. I've been in the system a lot and I want to help kids who are going through what I did." After meeting Jennifer, Itasca County Commissioner and Local Elected Official Board member Rusty Eichorn said: "I've seen kids from very challenging backgrounds who normally would not have this opportunity. The WIA Youth Program provides an excellent opportunity for youth in Northeast Minnesota to develop skills and prepare for continued education and the workforce."

5. Representatives from local Chambers of Commerce serve on many Youth Councils/LWIBs which strengthens business/education partnerships. Youth services are promoted through Chamber business members.
6. Some WSAs are creating “career academies” to address the skill needs of youth seeking to get into technical and medical careers. Participants in these academies typically need increased academic skills, as well as a diploma or GED.
7. WSAs include opportunities for faith-based and community-based leaders to serve on Local Workforce Investment Boards (LWIBs) and Youth Councils and to participate in planning and program development.

For more information on Youth Services, visit:
www.deed.state.mn.us/youth



Success Story: Pricilla

Pricilla entered the Southeast Minnesota Workforce Development Program when she was 17. At that time she was enrolled in the alternative school but was considering dropping out. She was in the ninth grade for the third year and graduation looked impossible. She hated school, was always in trouble and never felt that she belonged. Pricilla was involved in the juvenile justice system and she had no work experience.

As a result of the WIA youth program, Pricilla attained her GED and gained the skills to find a job. She also participated in the Cosmetology Program at Riverland Community College where she graduated with honors and received her state Cosmetology License. Pricilla accepted a job at a local salon.



Pricilla has great advice for other young people: “Prove everybody wrong, stay strong and keep going at your goal.” Pricilla also has some advice for those who work with youth: “Give them all a chance; get them to tell you their main goal and LISTEN to them.”

Performance Measures

The Workforce Investment Act (WIA) of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652 have identified 17 core indicators of performance that state and local entities managing the workforce investment system must meet. (The performance results for these measures are contained in the program description page in this Annual Report.) These indicators are divided into four main program areas:

Adult Program Measures

- Entered Employment Rate
- Six Months Retention Rate
- Earnings Change
- Employment and Credential Rate

Dislocated Worker Program Measures

- Entered Employment Rate
- Six Months Retention Rate
- Wage Replacement Rate
- Employment and Credential Rate

Youth

Older Youth

- Entered Employment Rate
- Six Months Retention Rate
- Earnings Change
- Employment and Credential Rate

Younger Youth

- Youth Diploma or Equivalent
- Skill Attainment
- Six Months Retention Rate

Overall Customer Satisfaction

- Employers
- Participants

Prior to the start of Program Year 2003, DEED staff met with the Minnesota Workforce Council Association (MWCA) to review the 17 WIA mandated performance measures and to discuss and establish local WIA Title IB Adult and Dislocated Worker performance measures for WIA program years four and five for inclusion in Minnesota's Unified Plan for WIA.

As a result of meetings between state and local staffs, the MWCA agreed in principle that, as in the past three WIA program years, the 16 local WSAs would adopt the same WIA performance standards for each of the Adult and Dislocated Worker Program measures as the overall state. In addition, the MWCA appointed a number of local WSA directors to work with DEED staff to review all past WIA performance and to establish standards for negotiations with the U.S. Department of Labor (DOL). DEED staff subsequently negotiated WIA planned performance measures for years four and five with DOL.

The MWCA represents a cooperative effort of the 16 Minnesota WSAs and their respective LWIBs. Each area's LWIB provides leadership and direction for local workforce development programs, which are tailored to meet the specific needs of the community.

Prior to the beginning of Program 2004 (covered by this Annual Report), the MWCA reaffirmed the performance measures agreement forged before Program Year 2003. Program Year 2004 performance is based on those state/DOL agreed-upon levels.

The Office of Community-Based Services/Youth at DEED negotiates local youth performance measures with WSAs individually each year as a part of the local planning process. Local plans and circumstances are taken into consideration as DEED establishes statewide goals for WIA Youth Programs. State and local performance measure outcomes are stated in the appropriate tables on the following pages.

Performance is evaluated by comparing actual outcomes to the negotiated levels, with incentives and sanctions assessed accordingly. Incentives are awarded for surpassing the negotiated levels and sanctions are imposed for falling short. DEED has established incentive and sanctions policies. These policies are available online through the DEED website.

The data reported in the following tables is generated from the Workforce Investment Act Standardized Record Data (WIASRD) file. The WIASRD is a DOL required electronic reporting file that combines data about each client's activities and outcomes in various programs, so their data from across programs can be reported to DOL in a single record.

A technical description of the methodology employed in calculating the performance measures can be found in the DOL's Training and Employment Guidance Letter No. 7-99.



State-Level Performance

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	68.0	74.7	625	5,323	945	66.1%
Employers	70.0	77.0	1,059	5,308	1,343	78.9%

Table B - Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71%	88.5%	964 1,089
Employment Retention Rate	78%	89.1%	1,267 1,422
Earnings Change in Six Months	\$3,000	\$5,271	\$6,836,014 1,297
Employment and Credential Rate	54%	74.3%	509 685

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	87.8%	215	92.5%	49	76.2%	64	92.3%	60
		245		53		84		65
Employment Retention Rate	88.7%	298	82.8%	77	89.0%	130	84.5%	71
		336		93		146		84
Earnings Change in Six Months	\$5,284	\$1,653,753	\$4,600	\$377,194	\$5,083	\$696,367	\$3,835	\$264,599
		313		82		137		69
Employment & Credential Rate	75.1%	166	78.8%	26	73.8%	48	60.0%	6
		221		33		65		10

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	85.4%	352	90.4%	612
		412		677
Employment Retention Rate	90.2%	634	88.0%	633
		703		719
Earnings Change in Six Months	\$6,115	\$4,103,445	\$4,365	\$2,732,569
		671		626

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	75%	87.6%	2,048 2,337
Employment Retention Rate	85%	93.8%	1,830 1,952
Earnings Replacement in Six Months	88%	84.3%	\$27,681,894 \$32,849,665
Employment and Credential Rate	50%	71.2%	506 711

Table F - Outcomes For Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	88.4%	213	84.6%	137	78.4%	232	100.0%	5
		241		162		296		5
Employment Retention Rate	89.6%	180	94.1%	111	87.7%	186	100.0%	4
		201		118		212		4
Earnings Replacement in Six Months	72.3%	\$2,747,502	84.9%	\$1,382,334	66.7%	\$2,434,806	102.7%	\$48,351
		\$3,797,584		\$1,627,478		\$3,647,998		\$47,063
Employment & Credential Rate	84.3%	59	71.0%	22	60.8%	31	50.0%	1
		70		31		51		2

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	88.2%	627	87.4%	1,421
		711		1,626
Employment Retention Rate	92.5%	533	94.3%	1,297
		576		1,376
Earnings Replacement in Six Months	85.4%	\$7,421,198	83.9%	\$20,260,696
		\$8,690,024		\$24,159,641

Table H - Older Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	65%	78.0%	230
			295
Employment Retention Rate	75%	85.6%	279
			326
Earnings Change in Six Months	\$3,000	\$4,495	\$1,380,071
			307
Employment and Credential Rate	47%	50.5%	206
			408

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	73.6%	81	100.0%	2	72.6%	45	79.5%	159
		110		2		62		200
Employment Retention Rate	84.6%	99	100.0%	1	95.4%	62	86.9%	205
		117		1		65		236
Earnings Change in Six Months	\$4,830	\$521,593	\$6,514	\$6,514	\$4,831	\$299,536	\$4,653	\$1,028,292
		108		1		62		221
Employment & Credential Rate	46.7%	70	75.0%	3	54.4%	56	50.2%	139
		150		4		103		277

Table J - Younger Youth Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	80%	90.1%	3,153 3,501
Diploma or Equivalent Attainment Rate	53%	75.7%	479 633
Retention Rate	60%	76.7%	500 652

Table K - Outcomes For Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment Rate	89.5%	629	90.0%	1,664	88.7%	676
		703		1,849		762
Diploma or Equivalent Attainment Rate	74.6%	85	81.3%	283	67.4%	97
		114		348		144
Retention Rate	73.4%	94	80.0%	272	72.9%	124
		128		340		170

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults & Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants 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	78.2%	1,050	\$4,285	\$5,116,423	2.2%	21	\$4,623	\$4,216,534	70.8%	243
		1,343		1,194		964		912		343
Dislocated Workers	87.6%	1,547	83.8%	\$24,654,450	1.8%	37	\$7,492	\$14,676,188	58.9%	359
		1,766		\$29,406,122		2,048		1,959		609
Older Youth	81.6%	262	\$4,204	\$1,252,667	1.3%	3	\$2,944	\$662,387		
		321		298		230		225		

Table M - Participants Served

	Total Participants Served	Total Exitters
Adults	2,565	1,484
Dislocated Workers	3,984	2,160
Older Youth	940	423
Younger Youth	3,377	1,359

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$5,231,029
Local Dislocated Workers		\$5,443,534
Local Youth		\$6,998,058
Rapid Response		\$2,231,952
Statewide Required Activities		\$1,111,195
Statewide Allowable Activities	Administration	\$1,651,297
	Provision of Capacity Building and Technical Assistance	\$275,909
	Implementation of Innovative Incumbent Worker Training Programs	\$258,436
	Local and Regional Economic and Workforce Analysis (LMI)	\$333,459
	Other	\$545,416
Total of All Federal Spending Listed Above		\$24,080,285

Local Performance

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Local Area Name WSA 1	Total Participants Served	Adults	77
		Dislocated	51
		Older Youth	26
		Younger Youth	208
ETA Assigned #: 27045	Total Exitters	Adults	50
		Dislocated	23
		Older Youth	15
		Younger Youth	68

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	89.1%
	Dislocated Workers	75.0%	96.2%
	Older Youth	65.0%	83.3%
Retention Rate	Adults	78.0%	94.0%
	Dislocated Workers	85.0%	94.3%
	Older Youth	75.0%	93.3%
	Younger Youth	60.0%	94.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,142
	Dislocated Workers	88.0%	112.1%
	Older Youth	\$3,200	\$3,036
Credential/Diploma Rate	Adults	54.0%	69.6%
	Dislocated Workers	50.0%	76.9%
	Older Youth	47.0%	80.0%
	Younger Youth	55.0%	83.1%
Skill Attainment	Younger Youth	80.0%	99.2%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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WIASRD (WIB) Annual Report

9/13/2005

Local Area Name WSA 2	Total Participants Served	Adults	429
		Dislocated	242
		Older Youth	100
		Younger Youth	607
ETA Assigned #: 27040	Total Exiters	Adults	217
		Dislocated	109
		Older Youth	36
		Younger Youth	207

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	83.1%
	Dislocated Workers	75.0%	88.3%
	Older Youth	66.3%	100.0%
Retention Rate	Adults	78.0%	91.3%
	Dislocated Workers	85.0%	92.4%
	Older Youth	69.5%	87.5%
	Younger Youth	56.1%	89.3%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$6,645
	Dislocated Workers	88.0%	86.5%
	Older Youth	\$3,000	\$6,631
Credential/Diploma Rate	Adults	54.0%	83.2%
	Dislocated Workers	50.0%	84.7%
	Older Youth	34.2%	83.9%
	Younger Youth	52.0%	87.7%
Skill Attainment	Younger Youth	72.4%	91.2%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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WIASRD (WIB) Annual Report

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Local Area Name WSA 3	Total Participants Served	Adults	306
		Dislocated	143
		Older Youth	157
		Younger Youth	348
ETA Assigned #: 27035	Total Exitters	Adults	191
		Dislocated	110
		Older Youth	80
		Younger Youth	149

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	89.3%
	Dislocated Workers	75.0%	87.0%
	Older Youth	62.0%	82.9%
Retention Rate	Adults	78.0%	87.3%
	Dislocated Workers	85.0%	90.4%
	Older Youth	72.0%	93.5%
	Younger Youth	50.0%	88.9%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,857
	Dislocated Workers	88.0%	103.3%
	Older Youth	\$2,800	\$6,253
Credential/Diploma Rate	Adults	54.0%	83.4%
	Dislocated Workers	50.0%	87.7%
	Older Youth	45.0%	84.1%
	Younger Youth	51.0%	80.0%
Skill Attainment	Younger Youth	74.0%	100.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 4	Total Participants Served	Adults	68
		Dislocated	51
		Older Youth	44
		Younger Youth	127
ETA Assigned #: 27005	Total Exiters	Adults	20
		Dislocated	19
		Older Youth	27
		Younger Youth	40

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	76.2%
	Dislocated Workers	75.0%	93.8%
	Older Youth	60.0%	88.9%
Retention Rate	Adults	78.0%	77.5%
	Dislocated Workers	85.0%	90.6%
	Older Youth	60.0%	100.0%
	Younger Youth	55.0%	54.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$4,402
	Dislocated Workers	88.0%	93.5%
	Older Youth	\$2,200	\$3,076
Credential/Diploma Rate	Adults	54.0%	63.6%
	Dislocated Workers	50.0%	55.6%
	Older Youth	45.0%	54.5%
	Younger Youth	51.0%	72.0%
Skill Attainment	Younger Youth	64.0%	84.9%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 5	Total Participants Served	Adults	216
		Dislocated	222
		Older Youth	62
		Younger Youth	321
ETA Assigned #: 27105	Total Exitters	Adults	129
		Dislocated	181
		Older Youth	28
		Younger Youth	120

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	83.3%
	Dislocated Workers	75.0%	83.2%
	Older Youth	67.0%	90.9%
Retention Rate	Adults	78.0%	84.5%
	Dislocated Workers	85.0%	94.1%
	Older Youth	78.0%	91.4%
	Younger Youth	60.0%	81.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$3,393
	Dislocated Workers	88.0%	80.9%
	Older Youth	\$3,400	\$3,825
Credential/Diploma Rate	Adults	54.0%	61.4%
	Dislocated Workers	50.0%	61.8%
	Older Youth	50.0%	37.2%
	Younger Youth	51.0%	78.6%
Skill Attainment	Younger Youth	70.0%	82.3%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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WIASRD (WIB) Annual Report

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Local Area Name WSA 6	Total Participants Served	Adults	86
		Dislocated	51
		Older Youth	17
		Younger Youth	99
ETA Assigned #: 27055	Total Exiters	Adults	30
		Dislocated	26
		Older Youth	4
		Younger Youth	70

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	92.3%
	Dislocated Workers	75.0%	94.7%
	Older Youth	60.0%	75.0%
Retention Rate	Adults	78.0%	89.7%
	Dislocated Workers	85.0%	97.0%
	Older Youth	65.0%	66.7%
	Younger Youth	55.0%	79.1%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,345
	Dislocated Workers	88.0%	87.6%
	Older Youth	\$2,500	\$1,160
Credential/Diploma Rate	Adults	54.0%	84.0%
	Dislocated Workers	50.0%	87.5%
	Older Youth	50.0%	60.0%
	Younger Youth	63.0%	88.5%
Skill Attainment	Younger Youth	60.0%	98.2%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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WIASRD (WIB) Annual Report

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Local Area Name WSA 7	Total Participants Served	Adults	85
		Dislocated	186
		Older Youth	44
		Younger Youth	71
ETA Assigned #: 27030	Total Exitters	Adults	29
		Dislocated	74
		Older Youth	9
		Younger Youth	14

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	81.3%
	Dislocated Workers	75.0%	89.3%
	Older Youth	63.0%	85.7%
Retention Rate	Adults	78.0%	100.0%
	Dislocated Workers	85.0%	89.9%
	Older Youth	72.0%	86.7%
	Younger Youth	60.0%	86.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$4,235
	Dislocated Workers	88.0%	82.1%
	Older Youth	\$2,750	\$3,177
Credential/Diploma Rate	Adults	54.0%	55.6%
	Dislocated Workers	50.0%	67.6%
	Older Youth	52.0%	54.5%
	Younger Youth	60.0%	100.0%
Skill Attainment	Younger Youth	71.0%	82.7%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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WIASRD (WIB) Annual Report

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Local Area Name WSA 8	Total Participants Served	Adults	160
		Dislocated	658
		Older Youth	97
		Younger Youth	252
ETA Assigned #: 27075	Total Exiters	Adults	51
		Dislocated	258
		Older Youth	33
		Younger Youth	80

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	88.1%
	Dislocated Workers	75.0%	85.3%
	Older Youth	60.0%	82.4%
Retention Rate	Adults	78.0%	82.5%
	Dislocated Workers	85.0%	91.8%
	Older Youth	66.7%	80.0%
	Younger Youth	55.0%	62.5%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$6,532
	Dislocated Workers	88.0%	79.9%
	Older Youth	\$3,100	\$1,806
Credential/Diploma Rate	Adults	54.0%	47.1%
	Dislocated Workers	50.0%	61.5%
	Older Youth	45.0%	58.3%
	Younger Youth	55.0%	58.1%
Skill Attainment	Younger Youth	71.0%	96.7%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 9	Total Participants Served	Adults	309
		Dislocated	932
		Older Youth	11
		Younger Youth	191
ETA Assigned #: 27025	Total Exiters	Adults	214
		Dislocated	555
		Older Youth	9
		Younger Youth	117

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	88.1%
	Dislocated Workers	75.0%	87.6%
	Older Youth	65.0%	83.3%
Retention Rate	Adults	78.0%	90.9%
	Dislocated Workers	85.0%	95.2%
	Older Youth	72.0%	80.0%
	Younger Youth	60.0%	70.8%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,000
	Dislocated Workers	88.0%	80.3%
	Older Youth	\$2,500	\$5,447
Credential/Diploma Rate	Adults	54.0%	60.4%
	Dislocated Workers	50.0%	75.0%
	Older Youth	47.0%	20.0%
	Younger Youth	53.0%	0.0%
Skill Attainment	Younger Youth	60.0%	86.3%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 10	Total Participants Served	Adults	416
		Dislocated	242
		Older Youth	152
		Younger Youth	732
ETA Assigned #: 27010	Total Exiters	Adults	375
		Dislocated	157
		Older Youth	100
		Younger Youth	294

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	94.7%
	Dislocated Workers	75.0%	91.8%
	Older Youth	62.0%	66.2%
Retention Rate	Adults	78.0%	90.5%
	Dislocated Workers	85.0%	95.3%
	Older Youth	65.0%	74.3%
	Younger Youth	62.0%	60.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,138
	Dislocated Workers	88.0%	86.3%
	Older Youth	\$2,400	\$2,908
Credential/Diploma Rate	Adults	54.0%	63.6%
	Dislocated Workers	50.0%	75.6%
	Older Youth	32.0%	31.0%
	Younger Youth	33.0%	47.8%
Skill Attainment	Younger Youth	78.0%	93.3%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 12	Total Participants Served	Adults	15
		Dislocated	119
		Older Youth	15
		Younger Youth	30
ETA Assigned #: 27085	Total Exitters	Adults	16
		Dislocated	62
		Older Youth	9
		Younger Youth	17

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	94.1%
	Dislocated Workers	75.0%	84.6%
	Older Youth	62.0%	87.5%
Retention Rate	Adults	78.0%	100.0%
	Dislocated Workers	85.0%	95.2%
	Older Youth	62.0%	90.0%
	Younger Youth	54.0%	100.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$9,974
	Dislocated Workers	88.0%	81.3%
	Older Youth	\$2,200	\$6,535
Credential/Diploma Rate	Adults	54.0%	87.5%
	Dislocated Workers	50.0%	66.7%
	Older Youth	45.0%	61.5%
	Younger Youth	51.0%	83.3%
Skill Attainment	Younger Youth	56.0%	77.3%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 14	Total Participants Served	Adults	103
		Dislocated	204
		Older Youth	39
		Younger Youth	18
ETA Assigned #: 27090	Total Exiters	Adults	45
		Dislocated	101
		Older Youth	27
		Younger Youth	16

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	79.2%
	Dislocated Workers	75.0%	84.2%
	Older Youth	55.0%	62.2%
Retention Rate	Adults	78.0%	83.8%
	Dislocated Workers	85.0%	93.8%
	Older Youth	60.0%	80.6%
	Younger Youth	40.0%	100.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$2,580
	Dislocated Workers	88.0%	76.9%
	Older Youth	\$2,500	\$3,754
Credential/Diploma Rate	Adults	54.0%	75.0%
	Dislocated Workers	50.0%	37.5%
	Older Youth	40.0%	42.6%
	Younger Youth	40.0%	37.5%
Skill Attainment	Younger Youth	70.0%	79.4%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 15	Total Participants Served	Adults	210
		Dislocated	224
		Older Youth	148
		Younger Youth	315
ETA Assigned #: 27115	Total Exitters	Adults	69
		Dislocated	122
		Older Youth	32
		Younger Youth	138

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	82.7%
	Dislocated Workers	75.0%	95.0%
	Older Youth	65.0%	77.1%
Retention Rate	Adults	78.0%	89.2%
	Dislocated Workers	85.0%	94.0%
	Older Youth	75.0%	88.2%
	Younger Youth	57.0%	56.4%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$5,432
	Dislocated Workers	88.0%	86.5%
	Older Youth	\$3,000	\$4,719
Credential/Diploma Rate	Adults	54.0%	63.6%
	Dislocated Workers	50.0%	63.3%
	Older Youth	50.0%	25.0%
	Younger Youth	47.0%	63.6%
Skill Attainment	Younger Youth	73.0%	70.1%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 16	Total Participants Served	Adults	8
		Dislocated	137
		Older Youth	5
		Younger Youth	24
ETA Assigned #: 27100	Total Exiters	Adults	4
		Dislocated	95
		Older Youth	4
		Younger Youth	12

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	75.0%
	Dislocated Workers	75.0%	92.0%
	Older Youth	70.0%	100.0%
Retention Rate	Adults	78.0%	100.0%
	Dislocated Workers	85.0%	95.1%
	Older Youth	75.0%	75.0%
	Younger Youth	65.0%	0.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$6,127
	Dislocated Workers	88.0%	93.3%
	Older Youth	\$3,000	\$6,672
Credential/Diploma Rate	Adults	54.0%	50.0%
	Dislocated Workers	50.0%	95.2%
	Older Youth	50.0%	50.0%
	Younger Youth	55.0%	100.0%
Skill Attainment	Younger Youth	80.0%	76.7%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 17	Total Participants Served	Adults	61
		Dislocated	83
		Older Youth	15
		Younger Youth	8
ETA Assigned #: 27110	Total Exitters	Adults	36
		Dislocated	71
		Older Youth	6
		Younger Youth	5

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	84.2%
	Dislocated Workers	75.0%	88.5%
	Older Youth	66.0%	100.0%
Retention Rate	Adults	78.0%	88.4%
	Dislocated Workers	85.0%	96.9%
	Older Youth	65.0%	100.0%
	Younger Youth	57.0%	100.0%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$7,701
	Dislocated Workers	88.0%	101.9%
	Older Youth	\$3,000	\$9,332
Credential/Diploma Rate	Adults	54.0%	82.9%
	Dislocated Workers	50.0%	81.5%
	Older Youth	46.0%	75.0%
	Younger Youth	53.0%	75.0%
Skill Attainment	Younger Youth	80.0%	83.3%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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Local Area Name WSA 18	Total Participants Served	Adults	16
		Dislocated	26
		Older Youth	8
		Younger Youth	26
ETA Assigned #: 27080	Total Exiters	Adults	8
		Dislocated	9
		Older Youth	4
		Younger Youth	12

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program	68.0	74.7
	Employers	70.0	77.0
Entered Employment Rate	Adults	71.0%	100.0%
	Dislocated Workers	75.0%	100.0%
	Older Youth	55.0%	100.0%
Retention Rate	Adults	78.0%	87.0%
	Dislocated Workers	85.0%	100.0%
	Older Youth	65.0%	100.0%
	Younger Youth	48.0%	88.9%
Earnings Change/Earnings Replacement in Six Months	Adults	\$3,000	\$4,225
	Dislocated Workers	88.0%	85.4%
	Older Youth	\$3,100	\$3,343
Credential/Diploma Rate	Adults	54.0%	100.0%
	Dislocated Workers	50.0%	100.0%
	Older Youth	50.0%	0.0%
	Younger Youth	50.0%	81.8%
Skill Attainment	Younger Youth	55.0%	84.8%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

