

Minnesota Workforce Investment Act Title IB

Annual Report
Program Year 2012

Minnesota Department of Employment and Economic Development

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Introduction

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

1. Performance data on the core and customer satisfaction measures, including progress of local areas in the state in achieving local performance measures;
2. Information on the status of state evaluation and improvement activities; and
3. Information on the cost of workforce investment activities relative to the effect of the activities on the performance of participants.

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

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

- WIA Adult Program
- WIA Dislocated Worker Program (including dislocated workers participating in programs funded under WIA section 134(a)(2)(A)(ii) - rapid response assistance)
- WIA Youth Program

Program profiles include descriptions of the program's purpose, service providers, services, customers, performance results, performance evaluations, and program-specific improvement strategies. Key statewide performance results are included within each program profile. All state performance results and local performance results are included in Tables A - P, beginning on page 43.

Performance Measures

The Workforce Investment Act of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652, list 17 core indicators (i.e., legacy measures) of performance that state and local entities managing the workforce investment system must meet. Since 2004, DOL has been developing a set of common performance measures. This report includes both legacy and common measures. Table 1 compares the WIA legacy and common measures.

Table 1: WIA Legacy and Common Measures

WIA Legacy Measures	WIA Common Measures
Adult Measures: - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate	Adult/Dislocated Worker Measures Combined: - Entered Employment Rate - Employment Retention - Average Earnings
Dislocated Worker Measures: - Entered Employment Rate - Six Month Replacement Rate - Wage Replacement Rate - Employment/Credential Rate	
Younger Youth Measures: - Skill Attainment Rate - Diploma Rate - Retention Rate	Youth Measures: - Placement in Employment or Education - Attainment of a Degree or Certificate - Literacy and Numeracy Gains
Older Youth Measures: - Entered Employment Rate - Six Month Retention Rate - Earnings Change - Employment/Credential Rate	

Performance Evaluation

Performance level is based on the degree to which actual results exceed negotiated levels (i.e., target ratio = actual result/target level x 100). The three performance levels are:

- Exceeded - the average target ratio for each funding stream exceeds 100 percent and no more than one measure for each funding stream is below 80 percent of the negotiated target.
- Met - the average target ratio for each funding stream is 80 to 100 percent and no more than two measures for each funding stream is below 80 percent of the negotiated target.
- Not Met – the average target ratio for each funding stream is less than 80 percent and more than two measures for each funding stream are below 80 percent of the negotiated target.

Performance evaluations are included within Tables A - P, beginning on page 43. A summary of performance evaluations are included in program summaries.

Strategies for Continuous Improvement

Within the State's five year WIA plan for 2012-2017, the Governor articulated a variety of ways to maximize and leverage federal and state resources available for workforce investment. Specific strategies include:

- Increase credential, degree and certificate attainment by participants of the public workforce system.
 - Support credit for training and experience gained while serving in the U.S. military. This may also include licensure and certification for civilian occupations.
 - Promote and develop approaches that recognize workers' skills through knowledge credentialing.
 - Support and promote post-secondary education developing alternative approaches to degree or certificate attainment, such as credit for prior learning.
 - Support and develop the recognition of credentials earned in other countries.
- Improve effectiveness of programs by enhancing job seeker competitiveness through career pathways, focusing on employer training and skill needs, and connecting job seekers with growing sections of the economy.
 - Develop more robust outcome measures of programs and "Return on Investment" that point to identifying more effective processes and practices.
 - Deploy an online self-assessment tool that enables job seekers to understand their job seeking skill gaps, enabling them to seek out appropriate levels of support and service for successfully returning to work.
 - Provide resources that enable job seekers to explore and plot their career pathway options, leading to additional career opportunities and upward mobility. This may also include a tool that would help Military Veterans identify skill gaps relating to promotional opportunities within specific occupations.
 - Support new approaches that more directly tie the talent needs of employers with job seekers through training, matching skill sets, and the use of social media such as talent communities or talent circles.
- Youth reforms that focus on long-term services that provide education, skills and work experience.
 - Support the "Shared Vision for Youth" collaborative, which coordinates strategic approaches across youth serving agencies.
 - Expand upon the availability of providers and successful experiences for youth through a competitive grant process.
 - Coordinate with educational programs to increase the opportunities for work-based learning and related career pathway exploration.
- Increase opportunities for Service members as they return from deployment and as the anticipated reduction in force begins to affect currently serving members.
 - Develop and support new on-the-job training opportunities.
 - Support existing apprenticeship programs and seek out employers interested in providing opportunities for apprenticeships.

Minnesota strives to continually improve our system and services, ensuring that we are accountable for the investments and responsive to job seeker and business needs.

Other Related Strategies

- Continue to develop on-line tools for increased access to services and information. The Department of Employment & Economic Development (DEED) and the Minnesota Workforce Council Association (MWCA) will continue to work in concert to develop and deploy online tools that assist universal customers in understanding their preparedness for job-seeking, identifying skill gaps, exploring careers and considering training opportunities. There is also broad system support to look at ways to coordinate and share resources with other community-based initiatives to ensure that all available funds and resources are leveraged in these efforts.
- In anticipation of additional TAACCCT announcements, DEED continues to coordinate with the MWCA, and other partners such as MNSCU, when federal and private foundation funding opportunities arise. A working committee of the MWCA looks specifically at these opportunities in coordination with DEED. Primary to the decision making process is how the RFP requirements align with state and partner goals. This has served as an effective mechanism for arriving at consensus on size, scope and partnership engagement for pursuing these funds.
- Simplify administrative processes for case management by data system integration in a redesign of our client management system Workforce One (WF1). WF1 is a web-based client management application used by nearly 2,000 state, city, county, and non-profit employment and training providers to track services to more than 100,000 customers across Minnesota's one-stop network. WF1 was created through a partnership of two Minnesota state agencies – the Department of Human Services (DHS) and DEED. A great deal of progress was made in rewriting WF1 in PY 2012 with the anticipation of implementation of the new system in late summer 2014.
- Targeting specialized services to long-term unemployed will be enhanced by the receipt of a NEG focusing on this population. The program will be coordinated with Wagner-Peyser Business Services staff who will recruit business participants, and the Unemployment Insurance system will help recruit the long term unemployed.
- PL. 107-288, the Jobs for Veterans Act, provides for the priority of service to all veterans. Minnesota is also working on the alignment of service related skills with post-secondary education to provide credit for prior learning for our veteran population.

Minnesota FastTRAC Adult Career Pathways

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

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

In state fiscal year 2014, Minnesota FastTRAC Adult Career Pathways will award \$1.5 million program funds from the workforce development fund as directed by new legislation.

Career Pathway Initiatives

State and national attention continues to focus on the career pathway partnership model as an effective service delivery strategy for high barrier populations. The Minnesota Legislature designated a career pathways taskforce and a statewide adult diploma taskforce to continue building Minnesota's career pathway system. The Governor's Workforce Development Council has convened a career pathway committee to create policy recommendations for the 2014 legislative session.

Additionally, Minnesota education and workforce development partners are teaming up to support two national efforts: Advancing Career and Technical Education in Career Pathways -- an initiative to build onramps for adults into postsecondary career and technical education programs of study -- and the Alliance for Quality Career Pathways.

The Alliance consists of 10 states working with the Center for Law and Social Policy to:

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

Minnesota is currently field testing the draft benchmarks and metrics.

Adult Program

Challenges and Vision

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

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

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

For each customer, the overarching goal is employment or enhancement within his or her occupation. Generally, Adult program customers work to increase their earnings, retain employment, and diversify their occupational skills. In PY 2012, Minnesota's Adult program served 242,207 individuals. Of those, counselors worked one-on-one with 2,267 individuals and 239,940 were self-service customers, accessing services available in the resource areas of WorkForce Centers throughout the state. The Adult program offers region-specific and specialized training services to meet the diverse economic needs of customers in Minnesota.

Services Offered and Provider Processes

When eligible job seekers first enroll in the Adult program, they participate in a preliminary assessment of skill levels, aptitudes, and abilities. Next, customers have access to a variety of WIA Adult services:

- Current job openings via MinnesotaWorks.net;
- Training for skills necessary for in-demand jobs;
- Classroom training, including training for non-traditional positions;

SUCCESS STORY: DALLAS Southwest Private Industry Council

Dallas came to the Worthington Workforce Center and met with Sandy Demuth, Job Training Specialist for the SW Private Industry Council, Inc. Dallas was struggling to find employment that would earn him a livable wage. He had made some mistakes which had caused issues for his family, reputation and employability.



Dallas was working as a clerk at the local grocery store and knew he was in need of skills beyond a high school diploma to be self-sufficient. Sandy and Dallas worked together and discovered after he completed Career Scope (an aptitude and interest assessment) that he had higher scores in learning ability, notable interests in business management and selling, and was very capable of being successful in training.

While attending school in Worthington he was arrested and suspended from school. His counselor continued to work with him through his struggles. Upon his completion of his jail time and probation requirements he continued his education. She continued to encourage Dallas and watched him grow and move forward with a much better attitude having learned from his mistakes.

Dallas finished school with his AA degree and has obtained employment as a Customer Service Representative for Graham Tire Company. He continues working there and really enjoys it as he travels southwest Minnesota and northern Iowa representing the company. Sandy Demuth has a strong belief in helping others discover their strengths. She has a saying she uses daily: **DON'T STUMBLE OVER THINGS BEHIND YOU!**

- Entrepreneurial training;
- On-the-job training;
- Vocational and personal counseling;
- Labor market information;
- Detailed assessment tools;
- Supportive services;
- Resource areas and equipment; and
- Referrals to other agencies.

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

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

Program Organization

In each of the 16 local Workforce Service Areas (WSAs), housing Minnesota's 48 WorkForce Service Centers, a local Workforce Investment Board (WIB) has the authority to select the unique services that it will

Characteristic	PY 2010	PY 2011	PY 2012
Customers Served	3,247	2,384	2,267
Not Employed at Time of Initial Service	75.0%	71.1%	69.2%
Receiving Unemployment Insurance Benefits at Time of Initial Service	24.6%	24.6%	22.7%
Receiving Some Form of Public Assistance	34.3%	40.2%	41.8%
No High School Diploma at Time of Initial Service	8.8%	7.8%	7.1%
Single Parent	29.3%	33.3%	34.1%
Veteran	2.4%	2.7%	2.4%
Living With a Disability That Presents a Barrier to Self-Sufficiency	7.0%	7.9%	8.0%
Older Worker, Age 55+	7.5%	7.3%	8.8%
Limited English-Speaking Ability	4.5%	3.7%	3.3%

offer to its WIA Adult customers based on their needs and upon available resources. The WIB is also responsible for strategic planning, program oversight, and coordination of resources.

The WIA Title 1-B Adult program continues to operate within the same team and management as the Dislocated Worker (DW) and Trade Adjustment Assistance (TAA) programs. Through continued partnership, the programs are able to better coordinate policy design and state-level activities.

Program Customers

During PY 2012, 69 percent of Adult program customers were not employed at time of initial service, a declining percentage over the previous two years (Table 1). Over 40 percent received some form of public assistance, similar to PY 2011. About a third of customers were single parents, a share that has been relatively consistent over the past few years.

A declining share of customers (23 percent) were receiving unemployment insurance benefits at program registration, down slightly from PY 2011 and PY 2010. There were slight increases in the percentage of high school graduates, older workers, and persons living with a disability that presented a barrier to self-sufficiency. The share of customers with limited English speaking ability has been on a slight downward trend.

Performance Evaluation

Each year, DEED and each applicable program negotiate performance standards with the USDOL. State administrators of Minnesota's Adult program, together with representatives from the DW program and TAA team, work to determine program performance and strategies to better serve customers. Minnesota uses several tracking tools and designated performance staff members to follow program performance during the year. Persistent attention to program performance and adherence to program plans allows program managers to address the most pressing needs, identifying new trends before they create challenges for our customers. Each WSA plans accordingly and strives to meet, if not exceed, the negotiated performance standard.

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

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

Program managers propose levels of performance based on past performance, the Government Performance and Results Act goals, and national comparisons,

factoring in various economic factors to ensure that program goals are not unrealistically high or low. Three of the four program goals for PY 2012 increased over the previous year: the retention rate increased from 80 to 84 percent; the credential rate increased from 66 to 70 percent, and the average earnings goal increased from \$10,800 to \$12,750. The entered employment rate remained at 80 percent.

Table 2: WIA Adult Efficiency Measures

Ratio	Calculation	PY 2010	PY 2011*	PY 2012*
Cost Per Participant Served by a Counselor	Program Expenditures/ Participants Served by a Counselor	\$3,535	\$4,059	\$4,202
Cost Per Exiter	Program Expenditures/ Total Program Exiters	\$6,740	\$8,693	\$8,915
Cost Per Entered Employment	Program Expenditures/ Participants Employed in the Exit Quarter	\$9,752	\$10,621	\$13,629
Cost Per Retained Employment	Program Expenditures/ Participants Employed in the Exit and Following Two Quarters	\$10,434	\$7,512	\$9,699
Cost Per Individual Attaining a Recognized Degree or Certificate	Program Expenditures/ Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$16,707	\$15,432	\$17,373
Cost Per \$1 in Post-Program Earnings (one quarter)	Program Expenditures/ Participants Employed in the Exit Quarter	\$0.82	\$0.60	\$0.77

*Because of lags in data and a downward trend in enrollment after the recession, the employment retention rate included more participants than the entered employment rate in both PY 2011 and PY 2012..

With \$9,485,498 of funding for PY 2012, the Adult program has exceeded all four of its annual performance goals as negotiated with the USDOL, serving 2,267 individuals as they sought to obtain or improve their employment.

Cost Benefit Analysis

TEGL 29-11 provided alternative, comprehensive analysis measures that encourage states to measure beyond the commonly used “cost per participant” in the WIA Adult program (Table 2).

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

Similar to the CBA measures provided for the DW program, DEED staff calculate and provide several Adult program efficiency ratios calculated for PY 2010, PY 2011, and PY 2012 (Table 2). Measures of WIA Adult efficiency have been showing a loss of efficiency over the past one or two years. However, both expenditures and counts of participants served have also been declining, which could suggest economies of scale in program efficiency.

Performance Results

Of the 16 WSAs, 13 met or exceeded all four negotiated performance standards as outlined by US DOL for the Adult program. The remaining three WSAs met or exceeded three out of the four WIA adult performance standards. The four standards (Table 3) are:

- 80 percent rate of participants entering employment;
- 84 percent employment retention for six months or longer;
- Average semi-annual earnings of \$12,750 for each participant; and
- 70 percent of participants who were engaged in training employed and earning a credential.

Adult Program Performance Measure	PY 2012 Goal ¹	PY 2012 Result	PY 2012 Target Ratio ²
Customers Served		2,267	
Entered Employment	80.0%	84.0%	105.0%
Employment Retention	84.0%	88.4%	105.2%
Average Earnings	\$12,750	\$12,912	101.3%
Credential and Employment Rate	70.0%	75.4%	107.7%

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

²Target Ratio is defined as the PY 2012 result, divided by the PY 2012 goal x100.

Accomplishments from PY 2012: WIA Adult Program

Minnesota’s Adult Competitive Grant Program. To enhance program service delivery through state funds, the Minnesota Legislature passed a law to pilot a competitive program, consolidating previous directly appropriations into a single workforce development grant program. Modeled after WIA Adult and Career Pathways programs, the competitive model has generated outcome data for grantees that did not exist before, and has demonstrated success in meeting the employment and wage needs of its job seeking customers.

Minnesota’s WIA Adult program continues to be a vital support service for job seekers to increase their attachment to the workforce. Given the disproportionate impacts of the economic recession on low-income job seekers and the tepid growth of the economy since 2009, the Adult program is more important than ever in helping some of the most marginalized members of our workforce.

Minnesota's Adult program has emphasized continuous improvement at both the state and local level.

Minnesota has been working over the course of several years on a standardized Return On Investment (ROI) model. In 2011, the individuals involved in this collaborate effort solidified the metrics that will be used in the ROI regression and began planning its communication strategies. The 16 local Workforce Service Areas (WSAs) have also been undertaking and reporting on their own continuous improvement efforts, which include performance-based contracting, training opportunities, and increasing the flow of information on best practices.

Ongoing staff development. This year the Adult program in Minnesota expanded collaboration through participating in Minnesota's first ever Joint Counselor Training. At the Joint Counselor Training, Adult and Dislocated Worker counselors and state staff in Minnesota learned and worked with the state's Job Services staff, Veteran Services staff, and the Minnesota Family Investment Program (MFIP) work counselors.

Looking ahead to the WIA Adult Program in PY 2013

Improve Performance. While some areas of the state struggle to meet standards in a tough economy, Minnesota believes that we can continue to meet and exceed our negotiated performance standards. A combination of continued counselor development, general policy review, and other technical assistance efforts will assist service providers as we work with these customers.

Prepare customers to enter high growth industries, such as health care and manufacturing. Minnesota will train Adult program customers in these industries and other high growth industries identified at the local level. Paired with Minnesota's Adult program, these efforts are vital to addressing our state's skills gap.

Better develop customers' soft skills and basic computer competencies. Service providers and local WSAs have identified that employers across the state are looking to hire workers with these skills for their entry level positions. The most in-demand soft skills include teamwork, communication, and problem solving.

Increased services for veterans. Service providers throughout Minnesota will continue to emphasize increased services for veterans in partnership with other programs, particularly Veterans Employment.

SUCCESS STORY: MARK Washington County WorkForce Center

"Prove to me and to yourself that you can do it."

That's what my employment counselor, Angela Plumbo, said to me when I went into the Washington County WFC to request funding from the WIA Adult Training Program for my Class A Driver's license.



When I went to the WFC I had been unemployed for over 14 months, I was homeless living with friends and relatives, just trying to make ends meet. I had worked in the food industry but without having a GED or formal training, my job search was difficult; most jobs require at least a GED.

Angela stated that she would not fund my Class A CDL training until I obtained my GED. Having dropped out of High School in the 11th grade, I was very nervous about having to go into GED classes at the age of 51. I desperately needed a position that would earn me an income, so I decided to take the GED classes.

I obtained my GED in November of 2011. In January of 2012 I completed my Class A CDL training at Century College and passed my CDL license with endorsements in Tanker, Hazard, and Triples. For over a year now I have worked with Cross Country Freight Solutions and have received two pay raises.

I can't thank Angela Plumbo and Washington County WorkForce Center enough for assisting me with getting my GED and Class A CDL. I am back on the road to life again.

SUCCESS STORY: Sheri
Central Minnesota Jobs and Training Services

Sheri, a single mom with two school-aged daughters, was suddenly unemployed. Her work experience was in human services but a career change was in order. Sheri began a serious job search for either an office position or a position in manufacturing.

First, Sheri had to arrange for childcare. With the help of her financial worker and the Diversionary Work Program in Wright County, Sheri secured childcare assistance. Shortly thereafter, she got work through a local temporary agency. She continued her job search for a full-time, permanent position and, before long, she applied for and was conditionally offered a job as a receptionist with a financial company. Since Sheri did not have recent work experience as a receptionist, the employer contacted CMJTS Workforce Development Advisor, Tim, for advice. Tim knew Sheri was eligible for the WIA Adult Program so he suggested the employer hire Sheri with the help of an on-the-job training contract (OJT) funded through the WIA. (OJTs reimburse the employer the cost of training when a new employee does not have the required skills.) The employer agreed and Sheri enrolled in the WIA Adult Program and started her position and OJT in January 2013.

Sheri loved her new job. She immediately reported that the employer shared the same work values she did in terms of providing top-notch customer service. During the OJT, Sheri experienced car troubles and her CMJTS employment specialist, Renee, was able to help her with the cost of repair. This enabled Sheri to continue in her position without any missed time from her job. After a few months the employer completed a performance review with Sheri. As a result of Sheri's hard work and dedication, she received a wage increase. Sheri felt the company truly appreciated her as a person, employee, and as a team member. Through the services offered at the Monticello WorkForce Center, Sheri was able to not only find a job, but a new career. Congratulations, Sheri!

Dislocated Worker Program

Introduction

Program Year 2012 (July 1, 2012 – June 30, 2013) brought challenges and opportunities for the Dislocated Worker (DW) program in Minnesota. One of the principal challenges was a high level of long-term unemployed program participants. The percentage of DW program participants who are long-term unemployed has continued to rise since PY 2011.

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

Individuals Served During PY 2012

In PY 2012, the federally funded DW program served 5,661 individuals, a decrease of 2,207 individuals as compared to PY 2011, when providers served 7,868 individuals. Of those served through WIA funding, 47 percent pursued training.

State-Funded Dislocated Worker Program

Minnesota is one of the few states that offers a state-funded DW program in addition to the Workforce Investment Act (WIA) DW program. The state Workforce Development Fund, sourced by a nominal fee imposed on employers based on the number of employees earning at least \$28,000 annually, pays for the state DW program.

The state program served 12,644 individuals in PY 2012, making its enrollment well over twice this size of the WIA funded DW program. The DW program as a whole in Minnesota, including WIA, state, and National Emergency Grant (NEG) funding sources, served 17,330 unique participants in PY 2012.

Program	Customers Served	Program Funding Expended
WIA Dislocated Worker	5,661	\$8,972,348
Minnesota Dislocated Worker	12,644	\$23,593,582
National Emergency Grants	1,114	\$720,177
Total Unique Customers	17,330	\$33,286,107

Program Participants

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

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

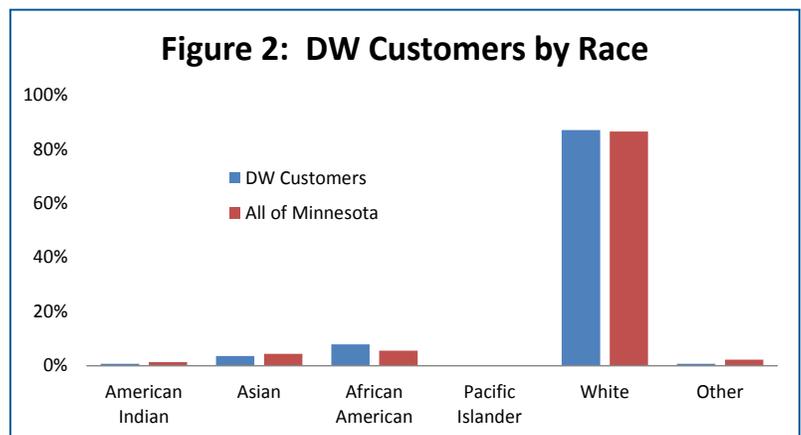
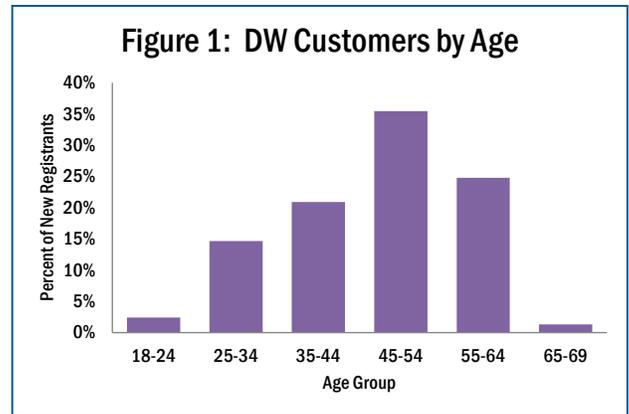
- Workers who have been laid off through no fault of their own;
- Self-employed individuals who lost their jobs due to economic conditions;
- Displaced homemakers;
- Individuals who have been unemployed for at least 26 weeks, or long-term unemployed; and
- Veterans.

Enrollment Demographics

Age: Individuals aged 45 to 54 years comprise 35 percent of the DW customer population, the largest age group of any other cohort (figure 1). This is a fitting age demographic for a program where a majority of participants are workers who have lost their job through no fault of their own.

Race: The racial makeup of DW program participants mirrors that of Minnesota as a whole (figure 2). A slightly higher proportion of DW program participants identify as African American than do Minnesotans as a whole, at eight and six percent respectively. Two percent of DW program customers identify with an “other” racial category, compared to one percent of Minnesotans. For American Indian, white and Asian groups, the percentages between DW program participants and Minnesotans are similar at one, four and 87 percent.

Education: Most DW program participants do not hold a higher education degree at enrollment. Twenty-nine percent have a high school diploma or equivalent as their highest level of education. Another 34 percent have completed some higher education, but do not hold a degree. Finally, 29 percent hold an Associate’s degree, a bachelor’s degree, or post-graduate education.



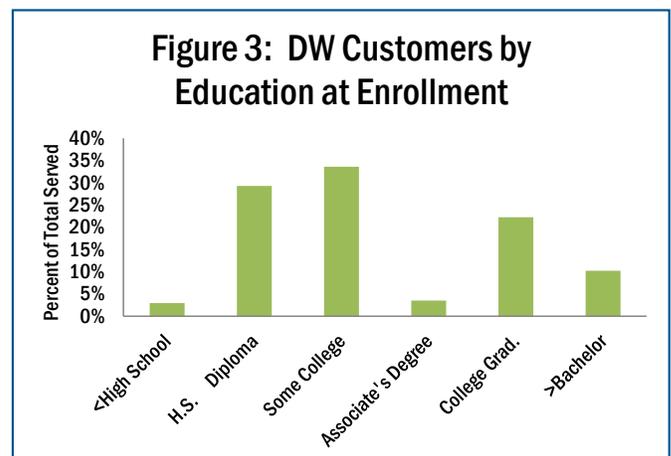
Demand on the Dislocated Worker Program

During PY 2012, participants stayed in the DW program for an average of 535 days, down from a 618 day average in PY 2011. This is the first time since PY 2008 that the average number of days in the program has decreased from one program year to another.

As the average number of days in the program has begun to decrease, the number of new registrants and exiters has become more stable. The gap between exiters and new registrants from PY 2010 through PY 2012 has decreased and Minnesota is now enrolling a number of people similar to the number of exiters.

Focused Sources of Funding: NEG

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



events with significant job loss. In PY 2012, Minnesota was awarded four NEG, three of which were received in the final month of the program year. These four NEG total \$3,303,367 in allocations and will allow the state to serve a total of 663 workers.

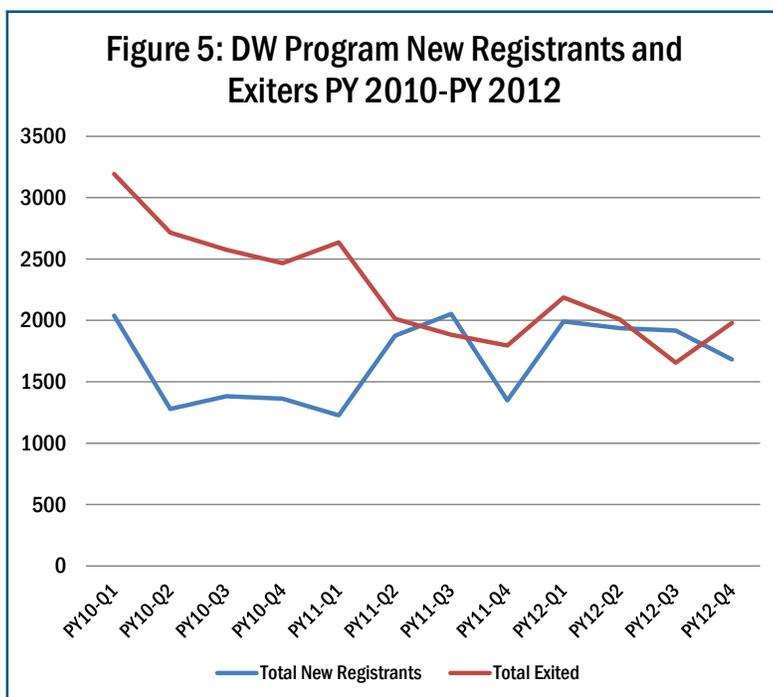
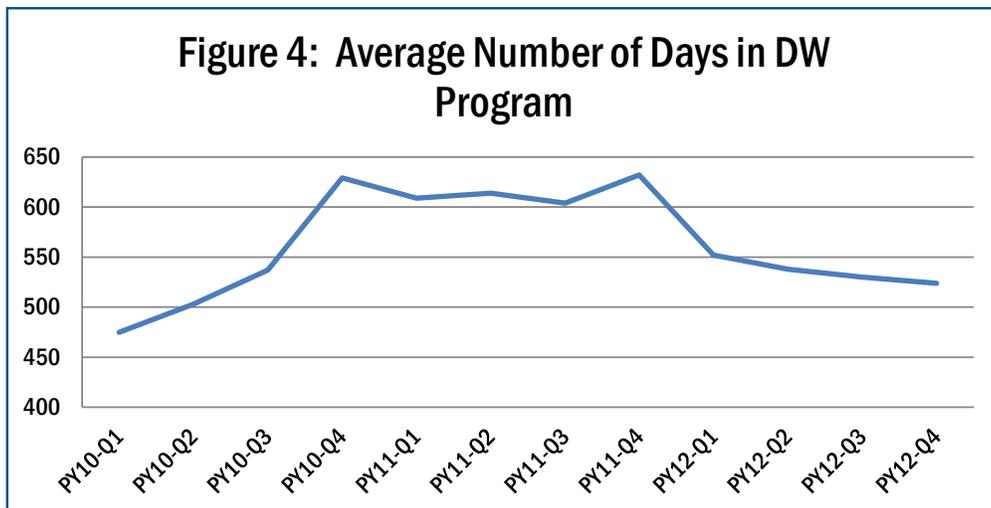
The first NEG of PY 2012 was a national disaster NEG awarded in August that provided \$795,076 to recover from a historic flood in Duluth, our northern port city and an industrial center. Two NEG to serve workers in large layoffs were also awarded to recover from losses at the SuperValu and Edward Jones companies (\$838,390 and \$594,268 allocated respectively). Finally, Minnesota received \$1,075,633 through the Dislocated Worker Training National Emergency Grant (DWT NEG) that will prioritize services for individuals who have been unemployed for 27 weeks or longer.

Rapid Response

Minnesota’s Rapid Response Team is the first responder to large layoffs and a vital component of providing services quickly. They find out about layoffs, coordinate with businesses, and let customers know about the DW program and UI Benefits.

Rapid responders find out about upcoming layoffs from varying sources, including the employer, workers themselves, suppliers to the business, and media. Although the federal Worker Adjustment Retraining Notification (WARN) Act requires employers to notify the state of a “large” layoff (over 50 individuals in a 30 day period), many businesses will notify the DW program even if their layoff affects fewer than 50 workers. This communication increases the effectiveness of Minnesota’s program. The Rapid Response Team works hard to develop strong relationships and respect among Minnesota’s employers.

Upon notification, rapid responders meet with the employer to discuss the size, scope, and timing of the upcoming layoff. Rapid responders first look for ways to avert the layoff. If it moves forward, rapid responders inform all relevant stakeholders and schedule orientation meetings with workers. In these meetings, rapid responders provide information about UI benefits and services offered by the DW program. They also ask impacted worker to complete a survey that informs the DW service provider of their most critical needs.



Services Offered

The DW program offers a variety of services in Minnesota. These services are housed under four categories:

1. **Core Services:** These are the services made available to all customers seeking services under the DW program, including:
 - WIA program eligibility determination;
 - One-Stop services orientation;
 - Basic skills assessments via MinnesotaWorks.net;
 - Workshops for job-seeking skills;
 - Self-service tools, including MinnesotaWorks.net;
 - Job search and placement assistance;
 - Career counseling; and
 - Review of economic data and labor market information relating to one's desired field.
2. **Intensive Services:** These are more involved assistance provided to customers struggling to reenter the labor market. Intensive services include:
 - Comprehensive assessments;
 - Employment plan development;
 - Counseling and career planning;
 - Case management; and
 - Short-term pre-vocational services.
3. **Training Services:** The DW program will fund training for workers who need to gain skills and earn credentials. The types of training the DW program will fund include:
 - Occupational skills;
 - On-the-job training;
 - Apprenticeship training;
 - Entrepreneurial support;
 - Literacy and adult basic education;
 - Job readiness; and
 - Customized training.
4. **Support Services:** The DW program can provide financial assistance in each of the following categories:
 - Transportation cost assistance;
 - Family care cost assistance;
 - Health care cost assistance;
 - Housing or rental assistance;
 - Emergency health or financial assistance; and
 - Personal, financial, and legal counseling.

Program Structure

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

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

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

Service Process: Small and Large Layoffs

Because the size of a layoff impacts how to best reintegrate workers, the DW program responds differently to small and large layoffs.

Small Layoffs

A dislocated worker who is part of a small layoff (fewer than 50 people) independently selects a WorkForce Center or an independent service provider authorized to serve small layoffs. The customer then meets with a DW program counselor, who guides her/him on a path to reemployment.

Large Layoffs

A dislocated worker who is part of a large layoff (more than 50 people in fewer than 30 days) will often enter the DW program through a project. Projects begin with the workers forming, among themselves, a Selection and Planning Committee. This committee chooses a single provider to serve the full group of workers affected by the layoff. Members of the committee interview bidding providers and evaluate them on past performance, creating a competition among service providers. In addition to selecting the provider, the committee outlines the services it will require. This way, the service provider can tailor services to meet the unique needs of the workers impacted by a specific layoff.

Performance

Although Minnesota met the target ratio (at least 80 percent of standard) in each of the four performance measures, the state fell short of exceeding performance in the average earnings and entered employment

Success Story: Christine Anoka County Job Training Center

My name is Christine. I worked for CenturyLink for 15 years as a very successful National Account Executive. I managed a 3.6 million dollar annual base of customers and grew that base every month while also obtaining new accounts for CenturyLink.



I loved my job, so I was devastated to learn in March of 2012 that CenturyLink was laying off 1,300 employees nationwide. And I was one of them.

I am a single mother of two children and I needed a new job ASAP. The day after my job ended, I went to the Anoka County Workforce Center and signed up for the Dislocated Worker program. Before I knew it my schedule was booked every day for the next two months! My Dislocated Worker Counselor, Carol Grinde, was instrumental in helping me plan and make decisions in my job search.

The day after I posted my revised resume on MinnesotaWorks.net I received a response from the Promotion Management Center (PMC), only six miles from my home! I accepted the position because it offered me the opportunity to make a 'big difference' in a small business, the location close to home meant I would have more time with my family, and their offer was only \$6,000 less in base salary than I was making at CenturyLink with a huge potential of commission income. In addition, PMC is a Certified Woman Owned and Operated Enterprise which is recognized nationally.

Without Carol Grinde and the Dislocated Worker program's support, services, and funding I would not be where I am today. Not only did Carol guide me to appropriate training and help me be a more effective job seeker, she also supported me on a personal level.

Success Story: Jennifer Stearns-Benton Employment & Training Council

Jennifer felt lost and unsure about what was next. The transportation company she worked for had informed her that she was going to be laid-off from her position as an Assistant Manager where she was earning an hourly wage of \$10.50. Jennifer was worried about paying the bills. She was willing to work hard and just needed an “opportunity to change my life.” She enrolled in the Minnesota Dislocated Worker Program with Stearns-Benton Employment and Training Council (SBETC). She knew she wanted to work in a health care field and, with the help of her SBETC Career Planner, was able to make the leap in order to better provide for her family. Jennifer was able to get the training she needed and was hired as an Occupational Therapy Assistant at the Saint Cloud Hospital. She now earns an hourly wage of \$17.25, a 64 percent increase in wages. Jennifer says she is very grateful for the help she received and stated “my Career Planner was fantastic and she was always on top of things.”



standards (Table 2). Each of these standards represented an increase in performance standards for PY 2012 and, because of lower absolute performance numbers in PY 2012 than in the previous two program years, these standards were not met. Performance outcomes in PY 2012 compare favorably to statewide performance during PY 2009, at the height of the recession.

Customer Satisfaction

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

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

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

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

From April 2012 to May 2013, job seeking customers reported a MnCSI score of 77.1, which was slightly above Minnesota’s negotiated performance level of 77.0. Employers reported a MnCSI score of 77.0, short of Minnesota’s negotiated performance level of 78.0. Response rates between customers and employers are 77 percent (adjusting for invalid contacts) and 72 percent respectively.

Table 2: WIA Dislocated Worker Program Measures

Dislocated Worker Program Performance Measure	PY 2012 Goal ¹	PY 2012 Result	PY 2012 Target Ratio ²
Entered Employment	85.0%	84.1%	98.9%
Retained Employment Rate	92.5%	92.9%	100.4%
Average Earnings	\$20,000	\$19,298	96.5%
Credential and Employment Rate	69.0%	70.1%	101.6%

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

²Target Ratio is defined as the PY 2012 result, divided by the PY 2012 goal x100.

Cost Benefit Analysis

DEED staff calculate cost-benefit analysis information using the performance and expenditure data found in the back of each annual report from Program Years 2010, 2011, and 2012 (Tables N and O). Looking at Table 3 above, in most efficiency measures, costs have increased from PY 2011, but many are still below PY 2010 levels. This trend is driven by a decrease in the number of individuals exiting or served through the WIA DW program in PY 2012, accompanied by only a slight decrease in program expenditures.

Ratio	Calculation	PY 2010	PY 2011	PY 2012
Cost Per Participant Served by a Counselor	Program Expenditures/ Participants Served by a Counselor	\$1,079	\$1,176	\$1,584
Cost Per Exiter	Program Expenditures/ Total Program Exiters	\$2,116	\$2,210	\$2,757
Cost Per Entered Employment	Program Expenditures/ Participants Employed in the Exit Quarter	\$2,632	\$2,365	\$2,924
Cost Per Retained Employment	Program Expenditures/ Participants Employed in the Exit and Following Two Quarters	\$3,793	\$2,130	\$2,709
Cost Per Individual Attaining a Recognized Degree or Certificate	Program Expenditures/ Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$7,581	\$5,774	\$7,076
Cost Per \$1 in Post-Program Earnings	Program Expenditures/ Participants Employed in the Exit Quarter	\$0.18	\$0.11	\$0.15

*Because of lags in data and a downward trend in enrollment after the recession, the employment retention rate included more participants than the entered employment rate in both PY 2011 and PY 2012..

Accomplishments from PY 2012

- **Maintaining inter-program relationships:** Minnesota continues to benefit from having workforce development, economic development and UI under one agency “roof”. This year, however, the DW program in Minnesota expanded collaboration through participating in Minnesota’s first ever Joint Counselor Training. At the Joint Counselor Training, Dislocated Worker counselors and state staff in Minnesota learned and worked with the state’s Job Services staff, Veteran Services staff, and the Minnesota Family Investment Program (MFIP) work counselors.

- **Increased resources for employer coordination in training:** Minnesota revised

its On-the-Job Training (OJT) documents and created a new policy outlining state procedures for funding apprenticeship training. These resources provided our partners in the field with new tools to coordinate training with employers.

- **Secured state resources for supporting aspiring entrepreneurs:** Minnesota passed legislation in PY 2012 for a state program called CLIMB (Converting Mass Layoffs Into Minnesota Businesses) to support entrepreneurs within our state DW program. CLIMB builds off of Minnesota’s experience with Project GATE (Growing America Through Entrepreneurship) I and II.
- **WIA Incentive Award – Supporting Dislocated Worker program participants through Career Pathways:** Thanks to DOL/ETA and Minnesota’s outstanding performance in PY 2011, we received incentive award funding. Providers will use a portion of that funding to continue developing quality Career Pathways to assist WIA DW customers.

Goals for PY 2013

- **Enhance performance to meet new goals:** Minnesota faced new performance goals in PY 2012 that our DW program worked hard to meet. In PY 2013 Minnesota will solidify efforts to increase performance and build on a history of strong DW program performance.
- **Train users in new client management system:** DEED is currently rewriting and transforming its client management system, WorkForce One (WF1). This is a multi-year effort that will result in more effective delivery of services across multiple programs, including those funded through the Workforce Investment Act. The goal for next year is to begin training counselors and other users on the new WF1.
- **Seamlessly operate the Dislocated Worker Training (DWT) NEG:** Through the DWT NEG, DEED will be able to support even more DW program participants in training, On-the-Job Training (OJT), and apprenticeships. DEED will seek to get the most out of this opportunity through effective and efficient operation of the DWT NEG.
- **Use National Emergency Grants (NEGs) to serve individuals impacted by large layoffs:** Large companies, such as Edward Jones and SuperValu have laid off significant numbers of employees that our Rapid Response Team has served. Minnesota will leverage existing NEG resources and seek new NEGs as necessary to serve workers in economic emergencies.
- **Integrate support for DW program entrepreneurs-Converting Layoffs Into Minnesota Businesses (CLIMB):** Now that Minnesota has passed legislation authorizing CLIMB, DEED will work to ensure that participants in the DW program are supported in opening and growing businesses.

SUCCESS STORY: TROY

Washington County WorkForce Center



Troy connected with the Workforce Center in November 2012 following job loss in March. After 27 years' continuous work without a layoff, he needed some help navigating the new labor market. Troy is an architect and was seeking formal training on the most current version of the 3D drafting software used in his profession, as well as professional licensure exam preparation, and renewal of professional memberships.

Lack of knowledge and experience in the current version of Revit 3D drafting software had been a deal breaker for some interviews. Additionally, progression through the series of exams for the Architect Registration Exam (ARE) licensure would give him a competitive edge in job interviews. He and his employment counselor wrote a plan to cover the training options and Troy made decisions on the best vendor to use, and the types of study materials he'd like to purchase.

Troy continued to interview while completing the Revit software training and studying for his next ARE exam; he progressed to second interviews with a couple companies. Being able to tell employers about attending current training, and progressing through the ARE licensure exams, helped in the interview process. Troy stated, "I feel much more prepared for companies that are using Revit now. Money well spent." By early January he had an offer with one of the firms and began a new job on January 23, 2013.

As a final note from Troy, May 18th: "Thought you might want to know, I passed my last exam!! I can now officially call myself an Architect. Thanks again for your help."

SUCCESS STORY: JEREMIAH

Washington County WorkForce Center

I was laid off from Nestle Corporation after working there for seven years.

I was unsure of where to start the search for my next job. I received guidance and direction regarding my new career from the Dislocated Worker program at the Washington County WorkForce Center. I hadn't been in school for ten years and I didn't know where to begin.



Meeting with my employment counselor, Sharon Hansen, was a pivotal starting point that ultimately launched my new career. I was thinking of going into Heating, Ventilation and Air Conditioning (HVAC) but had no idea how to start the process.

Sharon and I viewed the labor market information for HVAC positions and learned it had an excellent employment outlook with a wage that would allow me to care for my wife and two sons. Sharon recommended I go to Century College to discuss their HVAC program. I liked what I heard and was excited to get started. At this point I applied for financial aid and received it, I was on a roll. So with my grants, funding from the dislocated worker program and personal savings I'm half way there. I just finished my first year with a 3.50 GPA.

I've been fortunate to become employed with an HVAC company and I'm working many hours and learning my trade hands on while continuing to complete my HVAC degree at Century College. I feel this opportunity is helping me tremendously and preparing me to be the best HVAC employee I can be.

Again I'd like to say how grateful I am for the Dislocated Worker program, I don't know where I'd be today without it. Thank You!

Youth Services

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

Minnesota's vision for services to youth includes:

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

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

- Exposure to work/careers in high school improves employment prospects and short, medium and long-term earnings.
- Work experience and work-related education have clear employment and income benefits for low-income youth/families.

Comprehensive Services

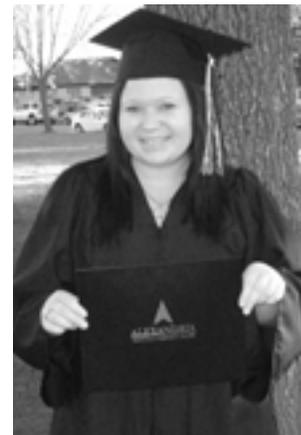
Minnesota's youth unemployment rate was 18.6 percent in 2012, and double that for youth from communities of color. Minnesota's WIA Youth Program served 3,842 youth in PY 2012: 38 percent of the youth served had a disability; 44 percent were from communities of color; 33 percent were from families receiving public assistance; and 18 percent were system-involved youth (foster youth or juvenile offenders).

SUCCESS STORY: CASSIE

Stearns-Benton

Employment and Training Council

I always knew what I wanted to do when I grew up. I wanted to help those who were disabled, elderly or both. Ever since my junior year, I knew I wanted to attend Alexandria Technical and Community College and work toward becoming a Designated Coordinator through the Human Services Practitioner program. I kept my attendance and grades up at school and worked two jobs to save up money. In 2009, my school started presenting college information, where to go, what to expect, and how to afford it. As soon as all the information they gave me settled, I started worrying about the numbers. I'm from a single parent household and I just knew I'd have to find some way to pay for my schooling if I wanted to accomplish my dream.



I began searching for scholarships and programs to help me afford the cost of school. In 2010, when I was a senior, my high school guidance counselor suggested that I apply for the WIA Youth Program available through Stearns-Benton Employment & Training Council located at the Minnesota WorkForce Center in St. Cloud. I met with a Career Planner and she helped me in planning my career goals, my budget for postsecondary school, and guidance on course selections. She always gave me much needed support throughout my secondary and postsecondary education. The WIA Youth Program helped me with books, supplies, some support services and outstanding tuition costs. Without the guidance of my Career Planner and the WIA support, I may not have been able to remain in school.

While finishing my last semester, I balanced a full-time job and full-time school which was hard work, but it paid off. I graduated in 2012 from the Human Services Practitioner Program at Alexandria Technical and Community College. I couldn't have accomplished so much without the help of my Career Planner and the WIA Youth Program supports.

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

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

- Paid and unpaid work experiences and internships;
- Adult mentoring;
- Leadership development;
- Occupational skills training;
- Alternative secondary school services;
- Comprehensive guidance and counseling;
- Support services;
- Summer employment opportunities;
- Tutoring, study skills training/dropout retention strategies; and
- Follow-up services.

The WIA Youth Program can provide the skills and knowledge to help youth become leaders in their own communities. WIA youth service providers view leadership skills as a valuable workforce skill. Youth Councils often include as members, former participants, and young leaders from low-income backgrounds who rose above overwhelming challenges.

Providers

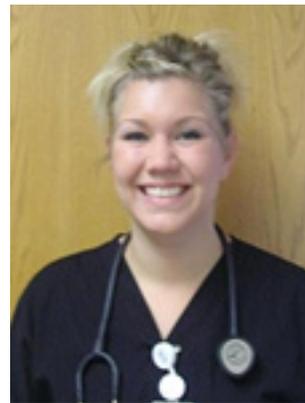
Minnesota's LWIBs provide services through a network of public and private nonprofit youth service providers and WorkForce Centers. Workforce Services Areas (WSAs) offer youth services as specified in their Integrated Local Service Plans under WIA. Youth Service Providers are held accountable to the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

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

SUCCESS STORY: EMILY

Northeast Minnesota Office of Job Training

Emily enrolled in the Northeast Minnesota Office of Job Training's youth program because she was interested in pursuing a health care career. Emily has a passion for helping others and also wanted a career so she would be able to support her life and family goals. As a single mother, she knew that she would need to be able to provide for her family and still be able to spend quality time with them on a daily basis. After assessing her skills and goals, she decided that she would pursue training to become a Licensed Practical Nurse (LPN). Emily was concerned that she would not be able to afford school through federal loans alone. She would have to work more hours while raising her newborn child.



Through tuition assistance from the WIA Youth Program, Emily was able to juggle school and her family. Shortly after graduating from Central Lakes College with her diploma in Practical Nursing, Emily was able to secure full time employment at the Cuyuna Regional Medical Center. When asked about her current job and her future, Emily exclaimed, "I am so excited, it will be a great foot in the door to a future in all my interests. They even offer tuition reimbursement for when I go back to finish my RN. Words cannot express how thankful I am for all the help and financing my employment counselors at the Northeast Minnesota Office of Job Training and the WorkForce Center provided me."

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

Work Readiness Training

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

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

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

- **Foundation skills** such as communication skills, teamwork, decision making, problem solving, conflict resolution, customer service, responsibility, appearance, integrity, leadership, and time management.

SUCCESS STORY: DANNIELLE Northwest Private Industry Council Inc. and Inter-County Community Action Council

Dannielle was originally enrolled in the WIA Younger Youth Program to obtain work readiness skills. During her program participation she successfully completed a Work Experience, graduated high school,



and then went immediately into unsubsidized employment working at a fast food restaurant. At the time of her exit from the program, Dannielle expressed that she would eventually like to further her education but wanted to work for a while before going back to school. In August of 2011, Dannielle got back into contact with Inter-County Community Council to inquire about assistance in obtaining her Certified Nursing Assistant (CNA) license and was enrolled into the WIA Out-of-School Youth Program. Dannielle received tuition assistance and also some support service funds to purchase scrubs for clinicals. While completing her educational program, Dannielle was placed in a Work Experience in the classroom at the Challenger Head Start Center which provided her with part-time temporary income while she completed her classes. She completed her CNA training at the end of 2011.

Through the WIA Out-of-School Youth Program Dannielle was then placed in an On-the-Job Training (OJT) at the Thief River Falls Care Center working as a full-time Certified Nursing Assistant. Dannielle managed to do all of this while she was pregnant with her first child. She completed her OJT just in time to go on maternity leave when she had her baby boy at the end of February 2012. Dannielle reports that she loves her job and is now able to financially support her new family. She was honored by the Resident's Council at her place of employment by being chosen as Employee of the Month in June 2012.

- **Job-seeking skills** such as portfolio-building (resumes, cover letters, references), job applications, entrepreneurship, interviewing, networking, and transitional planning into unsubsidized jobs.
- **Career planning** including career assessments and continued education.
- **Financial literacy** such as budgeting, use of credit, opening of bank accounts.
- **Industry-specific training** relevant to the work experience.
- **Basic skills** including math, reading and computer literacy.

Who Is Targeted For Services?

The WIA Youth Program improves the long-term job prospects of young people by providing basic skills, work readiness skills, occupational training, and citizenship skills. WSAs/youth service providers create opportunities for youth that integrate key programmatic components such as preparation for post-secondary opportunities, linkages between academic and occupational learning, connections to the local job market, and appropriate follow up services. To be eligible for WIA youth services a youth must be between the ages of 14-21, low-income and have one or more of the following barriers:

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

Community Solutions for Opportunity Youth

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

SUCCESS STORY: NYESHIA

City of Minneapolis Employment and Training Program

Nyeshia came to East Side Neighborhood Services (ESNS) and enrolled in the Year-Round WIA Youth Employment Program in October 2011. She was 20 years old and caring for her son made it hard to find the time to focus on her goals past high school and developing skills for a career. Nyeshia dealt with multiple challenges including mental health concerns, family issues and a challenging relationship with her son's father, but she was interested in going to college to study nursing.



In February 2012, Nyeshia enrolled in a two week training course at East Side Neighborhood Services to become certified as a Personal and Home Care Aide (PCA) – a good first step into the nursing field. She learned about the field of PCA work, heard from guest speakers and developed hard skills to use on the job. She was very proud when she earned the Department of Human Services PCA certificate as well as First Aid and CPR certificates through the Red Cross.

Following Nyeshia's success in the PCA course, she was placed into a WIA Youth paid internship at the Friendship Center, a day program for older adults where she got the opportunity to spend three months working 20 hours per week with daily programming, assisting with the facilitation of social and therapeutic activities and building relationships with the clients. Nyeshia learned a lot about the level of professionalism required at the job, like the professional dress code and communicating with other staff members. She was always open and ready to accept feedback and worked hard to be successful.

The White House Council for Community Solutions defined youth who are disconnected from both school and jobs as “opportunity youth.” Minnesota supports partnerships at the state and regional levels so that a variety of funding sources can be leveraged to address the needs of opportunity youth who are disconnected from both school and jobs. Quality programs can have a positive effect on young people, their families and the community.

DEED posted a SVY web page to show the contact information for the state-level interagency workgroup and the capacity of on-going interagency projects which further the goals of serving “opportunity youth” and achieving successful youth outcomes, see: [SVY web page](#).

The goal of the interagency projects is to improve transition outcomes for all at-risk youth with particular emphasis on:

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

Promoting Work-Based Learning Opportunities

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

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

SUCCESS STORY: AUSTIN **South Central WorkForce Council**

On meeting Austin, youth program staff could not imagine all this young man would be able to accomplish so quickly. The numerous difficulties he needed to overcome were significant. Our first clue to who Austin would become should have been when he walked over a mile in temperatures twelve degrees below zero to meet with staff.



A big component of youth services is to assist youth in setting and reaching goals. Austin was determined and successful in achieving many goals, including: Obtaining his driver’s license, successfully completing basic training the summer prior to his senior year of high school, graduating high school; purchasing, insuring, and fixing up a vehicle; gaining unsubsidized employment; moving out of his parents’ home into his own apartment; completing Advanced Individualized Training (AIT) with the Army; obtaining a commercial driver’s license (CDL); and applying at Iowa Lakes Technical College for the Wind Turbine Technician ASS degree program.

Today, Austin is living on campus in Estherville, Iowa and attending classes towards his AAS degree. Additionally, he attends monthly drills at Fort Snelling. Through his own determination and work ethic, we know Austin will continue on and will reach the goals he continues to set for himself.

- Developing industry certifications; and
- Acquiring employer and industry commitments to hire youth.

Benefits of WIA Youth Employment

WIA Youth programs engage an extremely disadvantaged group of young men and women. Youth participants have multiple challenges such as substance abuse, criminal records and mental health issues, in addition to being poor.

Benefits of participation in youth employment activities include:

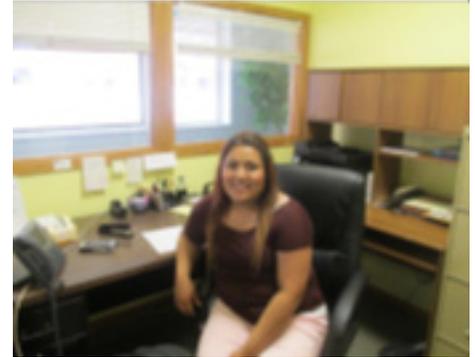
- Hands-on learning strategies to improve youth grades, attendance and graduation rates. Applied learning increases youth engagement, as well as access to post-secondary education.
- Participants have an awareness of skills and competencies needed to satisfy employer requirements.
- Participants are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

Quotes From Youth

“I listen better and try to follow directions. This job helps me be on time and I want to work hard and do a good job.”

SUCCESS STORY: CLARIBEL Workforce Development, Inc. (Southeastern Minnesota)

When I was 11 years old my parents split up. My dad died when I was 15 years old. I turned to drugs and alcohol.



I became pregnant at 18. This is when I was first introduced with the WorkForce Center. During the time I wasn't in school I took classes at the WorkForce Center. They showed us how to develop resumes, gave us job searching tips.

I took part in the Youth Program during the summer of 2011. My counselor placed me at Southern Minnesota Regional Legal Services (SMRLS). I started off working around 20 hours per week as a receptionist. The legal secretary delegated some of her work to me so I was doing more than answering the phones and greeting clients. I was able to work part-time and still go to school. After graduating I struggled to find a job. I was always going to the WorkForce Center to use their computers to job search and pick up the weekly flyer with the new job postings. I went back several times to update my resume.

I have to say the best thing the WorkForce Center did for me was provide me with VALUABLE work experience in a field I was looking to work in. I was contacted by the SMRLS regional leadership attorney to inform me that the legal secretary had retired and they were looking to fill the position. He encouraged me to apply. A few weeks later I had my interview and I was hired full-time. I can say without a doubt that if it wasn't for the WorkForce Center providing me with all these services (work experience, resume tips, interview tips, counseling, clothes for work/interviews). I wouldn't have been considered for the position.

It feels great to know that my hard work has paid off but I can say I wouldn't have gotten where I am if it weren't for programs like the WorkForce Center.

DEED's website includes best practices, positive media coverage and success stories that focus on the achievements of Minnesota's WIA Youth participants. See the success stories at: <http://mn.gov/deed/programs-services/office-youth-development/success-stories/index.jsp>.

Youth Councils

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

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

Minnesota developed a Youth Council Resource Guide, which is a compilation of best practices providing a snapshot of cooperative youth partnerships underway in Minnesota's 16 Workforce Service Areas. See our youth council guide (see: <http://mn.gov/deed/images/YouthCouncilGuide.pdf>)

SUCCESS STORY: SHANICE Central Minnesota Jobs and Training Services

In 2009, fifteen-year-old Shanice enrolled in the Central Minnesota Jobs and Training Services (CMJTS)'s summer youth program. Her activities included working in a flower shop, volunteering at the food shelf and at Kids Against Hunger, and creating cards for soldiers. She also participated in business and college tours.



After the summer program, Shanice enrolled in CMJTS' Minnesota Youth Program. This allowed her to work at the Monday Program, an after-school program for elementary school children at the Onamia Elementary School. Shanice supervised, mentored, and tutored the children. On Tuesdays and Thursdays she volunteered at the After-School Enrichment program where she helped children with their homework. As her skills increased, Shanice found she really enjoyed working with children.

Shanice participated in many school activities, including various high school choirs, the school musical, Teens Against Dating Abuse, and Students Against Drunk Driving. She was wrestling manager and participated in TRIO, a program that assists low-income individuals, first-generation college students, and individuals with disabilities progress through the academic pipeline from middle school to post baccalaureate programs.

In the spring of her senior year, Shanice was hired part-time at Grand Adventure, the child care facility at Grand Casino Mille Lacs. Shanice graduated from high school on May 31, 2012 and she met her goal of being on the honor roll. Through her various work experiences and career counseling, Shanice now knows what she wants to do with her future – pursue a career in working with children. In the fall of 2012, she will attend Central Lakes College for Childhood Development and American Sign Language.

Performance Results

Minnesota’s WIA Youth Program served 3,842 youth in PY 2012. Minnesota met or exceeded all planned performance goals in PY 2012. Table O includes WSA-level performance data.

Table 1: WIA Youth Program Measures			
WIA Youth Program Performance Measure	PY 2012 Goal ¹	PY 2012 Result	PY 2012 Target Ratio ²
Younger Youth Skill Attainment	92.0%	93.7%	101.8%
Younger Youth Diploma/ Equivalent	85.0%	85.9%	101.1%
Younger Youth Placement and Retention	78.0%	84.0%	107.7%
Older Youth Entered Employment	71.0%	81.8%	115.2%
Older Youth Retention	85.0%	92.1%	108.4%
Older Youth Wage Gain	\$4,200	\$6,560	156.2%
Older Youth Credential	58.0%	60.2%	103.8%

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

²Target Ratio is defined as the PY 2012 result, divided by the PY 2012 goal x100.

Performance Accountability

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

DEED’s Office of Youth Development completed an analysis of WIA Youth exiters from PY 2004 to PY 2011, and developed a chart that depicts Minnesota’s commitment to serving the neediest youth (see: <http://mn.gov/deed/images/Exiter%20Comparison-PY%2004%20to%20PY%2011.pdf>).

Youth with disabilities are served at a level that is 2.5 times the national average; Foster youth, juvenile offenders, homeless youth and runaways, twice the national aver-

SUCCESS STORY: ROSALIE
Northwest Private Industry Council /
Inter-County Community Council

Rosalie entered her third semester in the Aviation Maintenance Technology Program (AMT) at Northland Community and Technical Col-



lege in Thief River Falls, Minnesota. Inter-County Community Council Employment and Training Staff, Jennifer Person, spoke to students at the Aviation Campus about the WIA Out-of-School Youth Program. Rosalie enrolled in the WIA Older Youth Program in September of 2012.

Rosalie was determined to overcome the barriers in her life and join other members of her family in the aviation industry. Her uncle is a pilot for Southwest Airlines and her grandfather is a retired pilot and airframe/engine mechanic. Rosalie was the only female student in the AMT program. It was difficult at first because she was not taken very seriously by her classmates. Rosalie liked the hands-on experience she received while on campus and the time spent in the shop has been her favorite. The assistance provided through the WIA Youth Program helped her to focus on her studies.

Rosalie graduated in May of 2013 with her diploma in AMT. She then took and passed the Federal Aviation Administration (FAA) General, Airframe and Power plant Exam and the Oral and Practical Exam, both required by the FAA in order to work on airplanes. WIA Youth funding helped support Rosalie with a classroom training scholarship, and provided assistance with tools and testing/license fees. After completing her education, Rosalie received a job offer from the Aviation Department at the University of North Dakota and is working there as an Aircraft Mechanic.

Quotes From Youth

“This program took me from feeling undesirable to any good employer and hopeless in finding desirable work, to feeling confident and hopeful for the future. I’ve met people who have given me ideas to think about for my future. They do not hesitate to give me constructive criticism so that I can learn and they praise me for the work I do well.”

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

Before becoming a youth participant Ryan was working with a transitional program that focused on basic living skills. Ryan applied to the Scott County Youth Program and expressed a strong interest in landscaping opportunities. The program was able to develop a worksite opportunity with a local employer engaged in organic farming and marketing.

Ryan began working at the farm and his supervisors took notice of his skills immediately. Over time, the supervisors allowed Ryan to expand his duties and work more independently. They stated that “At first Ryan needed to be given specific, short-term tasks in order to keep him from getting distracted. Over the course of his internship he has progressed and is now able to work more on his own.” Ryan was put in charge of mowing, weeding, planting, cleaning, mulching, and clearing the irrigation system. His supervisor stated that “He has a great attention to detail and is somewhat of a perfectionist.” He noted in his evaluation that Ryan has skills that would be valuable to any employer: “He has shown that he is punctual, dresses appropriately, always prepared for work, works well with others, takes direction well and always works to solve problems.”

Ryan stated that he enjoyed his internship and it has prepared him for his future as a landscaper. He stated that “I have always wanted to work in landscaping. This internship has taught me skills and responsibilities that I will be able to use and shown me what it is actually like to work in this field.” Ryan has recently obtained his high school diploma and is looking forward to a career as a landscaper.



age; American Indian youth, five times the national average and Asian American youth, 2.5 times the national average.

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

DEED’s Office of Youth Development completed an analysis of WIA Youth performance outcomes for youth from communities of color (see: <http://mn.gov/deed/images/WIAPerformUSvsMnCommColor.pdf>), and youth with disabilities and out-of-school youth, including dropouts (see: <http://mn.gov/deed/images/WIAPerformMNvsUSDisabilitiesOTS.pdf>).

Partnerships to Leverage TANF Resources

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

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

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

In 2011, Minnesota used TANF Innovation funds for a targeted Teen Parent Summer Youth Project in an effort to address disparities in MFIP outcomes, especially the Work Participation Rate (WPR), for African

American and American Indian participants. For the period of July 2010 through September 2010, the WPR for all MFIP participants statewide was 41.1 percent. For white participants the rate was 44 percent while the rates for African American and American Indian participants were 37.6 percent and 30.7 percent, respectively. The 2011 project served 133 youth, 93 percent of whom demonstrated increased work readiness skills.

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

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

For examples of Teen Parent success stories (see: http://www.positivelyminnesota.com/Programs_Services/Youth_Services/Teen_Parent_Project/TP_SS.pdf).

Sustaining Impact of ARRA Investments

The WIA Youth Recovery Act funding allowed Minnesota to almost triple the number of youth who had job opportunities at a time when unemployment rates among youth were at the highest level in a generation. Minnesota employers provided a safe, nurturing work environment for over 7,000 additional youth in PY 2009. Earnings were infused into local communities and youth were exposed to career pathways in high-demand sectors such as health care, green-related work, manufacturing, information technology and construction.

Under the Recovery Act, participation rates increased for youth ages 22 to 24, who had either dropped out of school or graduated but had no post-secondary training. Many of the 22 to 24 year olds had never worked before. Many new worksites came on board as local areas expanded summer employment opportunities and work experience, improving participants' demonstrated employability skills through work readiness training. Without Recovery Act resources, about 10,000 applicants each year are turned down for lack of space in the WIA Youth Program.

SUCCESS STORY: DEAN **Southwest Minnesota Private Industry Council**

On April 1, 2013 Dean was officially hired by the Murray County Recycling Center. Dean had been doing work experiences off and on with the Recycling Center since 2010. He heard about the Southwest Minnesota Private Industry Council through his Special Education teacher at Murray County Central (MCC) in Slayton, Minnesota.

Dean was on the verge of dropping out of high-school on many occasions. He was faced with parenthood early, and other struggles crept up on Dean leading him into the juvenile justice system.

With the assistance of his Special Education teacher at MCC, Dean contacted the Southwest Private Industry Council to inquire about youth employment and training services. Dean was placed in a work experience activity leveraging Workforce Investment Act, Minnesota Youth Program and Department of Public Safety Juvenile Justice funds in order to provide quality services to Dean.

Dean graduated with his high school diploma in 2012 and has accepted a full-time position with the Murray County Recycling Center in Slayton. Another plus for Dean is that he is no longer involved in the juvenile justice system. Dean explained that involvement with the PIC youth programs "helped me feel more confident" and he gained the necessary skills to obtain employment independently. Dean also gained the ability to communicate effectively which assists him to be a self-sufficient adult with increased employment potential.



SUCCESS STORY: KATIE

Washington County WorkForce Center

Katie was referred to Washington County Youth Program through a community partnership with Family Means. She was a high school student needing find part-time work.



Katie's mother had been laid off and the family was struggling to pay their bills. Katie was placed as a program assistant in an after school program in her mobile home community.

Katie blossomed in this role and served as a mentor to the children of the community. According to her worksite supervisor, "Katie is a wonderful worker! She is proactive in thinking of things for the kids to do and engages with the kids. She often sees things that need to be done before I do!"

Katie did a great job balancing school, work and family concerns and graduating from high school. She is currently attending St. Paul Technical College and is participating in the Power of You scholarship program.

The experience and skills gained at the work experience helped Katie obtain a part-time job at the college's child care center. The job on campus fits perfectly with her class schedule and allows her enough time to stay on track with classes.

WIA Youth Co-Enrollment Options

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

Operated under the oversight of the LWIBs/Youth Councils, every state dollar invested in MYP yields a return on investment of \$4.25. For more information on the Minnesota Youth Program (see: <http://mn.gov/deed/programs-services/office-youth-development/youth-programs/youth-program.jsp>).

Youthbuild Coordination

The Minnesota Legislature provided \$ 1 million in state funding which currently supports ten Youthbuild Programs serving at-risk youth ages 16 to 24. Each state dollar is matched by one local dollar. In SFY 2012, 403 youth were served: 92% obtained a diploma or GED, 79% were placed in employment, post-secondary training, apprenticeship or the military. The USDOL funded four federal Youthbuild Projects: two in rural Minnesota: Bi-County Community Action Program and Red Lake Reservation and two in the metro area: Minneapolis (Tree Trust) and St. Paul (Dayton's Bluff Neighborhood Housing Association). DEED's Youthbuild web page includes program summaries, location of state and federal programs and best practices (see: <http://mn.gov/deed/programs-services/office-youth-development/youth-programs/youthbuild.jsp>).

Workplace Safety for Teens

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

Disability Employment Initiative - Partners for Youth

In late 2012, DEED was awarded a three-year, \$2.9 million Disability Employment Initiative (DEI) grant by the Department of Labor to improve education, training, and employment opportunities and outcomes for youth with disabilities, ages 14-24, who are also one or more of the following: foster youth, teen parent, homeless, out-of-school or at-risk of dropping out of school, or ex-offender. Partners for Youth also addresses the unacceptable employment and achievement gaps experienced by youth with disabilities, youth of color, and economically disadvantaged youth. State and local partners from secondary and postsecondary education, human services, juvenile justice, workforce development, community-based and faith-based organizations, business, and other key partners will work together to help these youth make successful transitions to further education and employment. The project is being implemented by three WSAs: Rural Minnesota CEP, Inc., South Central Workforce Council; and Workforce Development, Inc. (Southeast Minnesota). For more information, see: <http://mn.gov/deed/programs-services/office-youth-development/index/disability-employment-initiative/index.jsp>.

Youth Program Waivers

The State of Minnesota had four waiver requests approved for PY 2012 that impacted youth program operations:

Waiver 1: Individualized Training Accounts (ITAs)

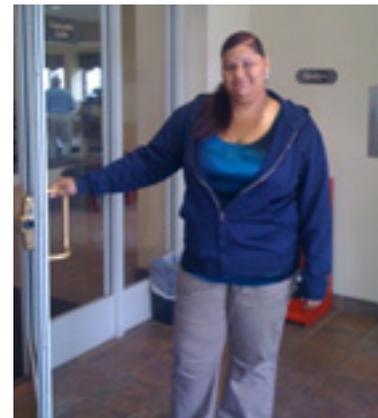
This waiver allows older, out-of-school youth to take advantage of Individualized Training Accounts without co-enrolling in the WIA Adult Program.

Impact of Waiver: In PY 2012, 137 older, out-of-school youth in seven Minnesota WSAs benefited from this service strategy. All WSAs using the waiver in 2012 developed local policies which were approved by the LWIB/Youth Councils and DEED. The guidance

DEED provided to WSAs can be found at our mn.gov/DEED web site. Also available is a sample local policy developed by WSA 6: Southwest Minnesota Private Industry Council.

SUCCESS STORY: JASMINE Duluth Workforce Development

Jasmine was a junior at Denfeld High School when she applied to YES! Duluth and started a summer work experience with Upward Bound. YES! Duluth has partnered with Upward Bound on a number of occasions to help students with their preparation for post-secondary education. The goal of Upward Bound is to increase the rate at which participants complete secondary education and enroll in and graduate from institutions of post-secondary education.



Jasmine returned to school in the fall and went on to receive her High School diploma. She continued with YES! Duluth and worked another summer at the Animal Shelter where she identified her interest in helping and caring for animals. While Jasmine was researching the job market for careers and training related to caring for animals, she became homeless. With the assistance of YES! Duluth and Housing and Redevelopment Authority (HRA) staff, she was able to move into a subsidized housing unit. Now Jasmine needed a job to support herself, but with no specific training she was unable to find one. YES! Duluth helped her apply for, and funded her Certified Nursing Assistant training at Lake Superior College. She completed the training, got her Certificate and found a job doing Home Health Care for one of the local health care agencies.

Jasmine has worked hard and proved she is responsible and dependable. She has recently found a job in Minneapolis where she will be closer to her family and can now help her mother. It sometimes takes three or more years partnering with several agencies to achieve a true success.

Waiver 2: Procurement of Three WIA Youth Program Elements

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

Impact of Waiver: Out of Minnesota's 16 WSAs, ten have incorporated this waiver into their operations to allow increasingly limited resources to be directed towards activities and services they would otherwise be unable to fully fund. For example, this waiver allows the grant recipient/fiscal agent to provide the supportive services and follow-up services to participants who have successfully completed their WIA experience. This

approach allows the contract service providers to focus their efforts on new, incoming participants without adversely affecting support services and/or follow-up.

SUCCESS STORY: CONNER Winona County WorkForce Center

Conner came to the Winona WorkForce Center at the end of his senior year of high school. Early on in high school, Conner struggled with anxiety.



Through the youth program, he began working at the Winona County Extension Office. Conner took on a variety of projects and tasks at the Extension Office, including helping to organize the Winona County Fair and facilitating the robotics portion of the Summer Youth Hot Jobs Camp. When Conner's work experience at the Extension Office was winding down and his first year of college was about to begin, he decided to apply for a shipping and receiving position at Fastenal.

Conner got the job and continues to work in the private sector part-time, as he attends college at St. Mary's University. When asked about Conner's productivity and progress at the Extension Office his supervisor said, "He is such a delightful young man and always worked hard while he was here. I know he's going to be successful some day because he just has that mentality." It's Conner's dream to finish college and continue his education with Law School. While he was at the Extension Office, Conner never missed a day, showed up late, or failed to get his work done.

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

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

Impact of Waiver: In all, a total of 23 youth were served under these waivers in PY 2012. Of these 23, the youth service providers chose to continue 15 of these youth in WIA beyond the end of September. By doing so, these youth would be subject to all appropriate

performance measures and access to all program elements. The remaining eight completed their work experience prior to the September 30 cutoff, per the approved waiver. Participation levels were comparatively low in 2012 due to uncertain funding levels and the short timeline local service providers had to try and find suitable worksites for these youth.

Cost-Effectiveness Analysis: WIA Youth Programs

Total WIA Youth Expenditures: \$9,422,426

Total WIA Benefits: (Wages + Earnings): \$13,410,210

Cost/Benefit Ratio: \$1.42 for each \$1 of WIA Youth Formula Grant Funds.

Explanation of Calculations: In this analysis, only direct benefits to program participants were considered. These benefits include post-program participant wages, plus wages paid to participants during the program in PY 2012. The following shows how program participant wages and earnings through program participation were combined to calculate the total WIA benefit (wages + earnings) figure of \$13,410,210, with a result of \$1.42 in benefits for every dollar expended.

Post-Program Participant Wages: \$3,987,784
 This figure is the estimated annualized earnings of exiters from the PY 2012 WIA Youth Program for the 12-month period immediately following program exit, adding 2.0 percent inflation and wage growth during this period.

Youth Program Earnings Through Participation: \$9,422,426

During their participation in WIA Youth Programs, youth receive immediate direct benefits from their earnings in work experience opportunities. The figure above represents program earnings during PY 2012. Beyond these direct services to youth, Minnesota benefited from the participation of youth in WIA in ways that are not quantified in this analysis. WIA Youth Programs provided structured, well-supervised work experience, educational opportunities and

life-skills training that help establish good work habits, along with the specific jobs. Earnings of youth participants frequently return to the local economy in the form of increased spending.

SUCCESS STORY: CAMP RABIDEAU

Rural Minnesota Concentrated Employment Program, Inc.

Rural Minnesota CEP supplements wages for youth to work with the U.S. Forest Service at Rabideau Conservation Academy and



Learning Center in Blackduck. In 2006, the Secretary of the Interior made Camp Rabineau a National Historic Landmark – the Rabideau Conservation Academy and Learning Center (CALC) is a former Civilian Conservation Corps (CCC) camp. Youth conducted tours, assisted with the preservation and maintenance of the camp, removed invasive species, collected and replanted ash seeds, provided trail maintenance, transplanted sweet grass and lady slippers (and other endangered plant species), and harvested fruits and vegetables from the solar heated high-tunnel greenhouse. Youth participants also provided building and grounds maintenance at the camp. The U.S. Forest Service uses Camp Rabideau’s Learning Gardens is a designated nursery for endangered plant species. Youth participants safely removed and transplanted endangered sweet grass to the Camp Rabineau nursery. The U.S. Forest Service will transplant this endangered plant species throughout the Leech Lake Reservation. Sweet grass has immense spiritual and cultural significance for the Ojibwe Nation.

Youth participants developed a career portfolio exploring careers in the Forest Service and conservation; they also developed resumes and participated in a variety of work-based learning activities that allowed youth to attain work readiness goals. The project combines academic instruction with learning on the job site. Youth participants developed a business plan for the Camp Rabideau Learning Gardens. They also completed a solar heated building that includes a 35 by 65 foot high “tunnel” greenhouse.

Youth participants insulated the building and installed a solar charging system to charge the batteries that run the fans which move the air from the solar heated building to a tubing system under ground in the greenhouse. Youth are instructed in safety techniques in preparation for their work on the site. The solar heaters in the greenhouse at Camp Rabideau were made from donated, recycled materials and built by youth workers.

Other positive results:

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

SUCCESS STORY: DAN**Rural Minnesota Concentrated Employment Program, Inc.**

Dan was referred to the Rural Minnesota CEP youth program by a Special Ed teacher with Trek North High School in 2012. In 2010, Dan was severely injured by a gunshot wound to his left leg. Dan had 13 surgeries to rebuild his leg so that he could walk.



Dan had never been able to have a job. His involvement in the CEP youth program accomplished multiple goals. Dan set out to learn employment skills such as good attendance, reliability, effective communication and problem solving on the job. Dan wanted to become a Physical Therapy Assistant. The plan was to search for the right fit to combine learning work skills with a deeper opportunity for career exploration.

Choice Therapy was contacted regarding interest in the CEP youth work training program. Choice is a private organization offering physical, occupational and speech therapy to patients in the Bemidji area. This is also where Dan did much of his personal rehabilitation. Dan began his work training in January, 2013.

Dan's main responsibility at Choice Therapy is working as a therapy aide, assisting therapists, setting up patients on equipment, transporting patients to and from treatment rooms, cleaning, yard work and light office duties. He also assisted staff at Havenwood Care Center, an elderly care facility in Bemidji where Choice provides services. Dan has worked up to 30 hours a week since January and will complete his work experience at the end of May when he graduates from high school.

Dan's direct supervisor says that: "Dan has been a very hard worker for us, always willing to take on any given task. He has been punctual in coming to work and has demonstrated great communications skills with all of our patients, with a happy and outgoing personality every single day of work." Dan will graduate from Trek North High School on May 24 and is enrolled at Bemidji State University in the fall of 2013 to begin to take prerequisite courses necessary for admission.

Examples of Summer Jobs Under WIA Youth

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

SUCCESS STORY: TATIANA Ramsey County Workforce Solutions



During her senior year at Central, Tatiana got involved in HIRED’s Youth-LEAD Services, which are part of the larger Youth-LEAD initiative of Ramsey County Workforce Solutions. Through Youth-LEAD, she developed a mentor-mentee relationship with HIRED Senior Employment Counselor Donald Walker that continued through her years as a student at Wartburg College in Iowa.

“I wasn’t that focused on college at first,” Tatiana says; but between Walker’s encouragement and her participation in the college access program, Admission Possible, she focused on continuing her education.

“With some kids, you can just tell they have potential and they just need a little guidance,” Walker says. “She started vigorously pursuing her goals. She followed the program, step by step, participating in training programs and activities. She even went down and spoke at the Capitol on Youth Rally Day. She knew where she wanted to go.”

Helping young people get into college is a major step, but it’s not the whole story, Walker observes. “It’s not enough to just tell them to go. You need to stick with them and be a support team for them. I gave her some extra support when she was coping with a particularly difficult time, and she came through with flying colors.” Having that extra support in her life has made a big difference for Tatiana. It helped me believe, ‘I can actually do this.’ Tatiana stayed in touch with Walker, and when she graduated from Wartburg with her bachelor’s degree in psychology and community sociology last May, she let him know she was interested in doing the kind of work he does. When an opening for an MFIP (Minnesota’s Welfare-to-Work program) counselor came up, Walker referred her for the position, and she was hired.

Quote From Employer

“The youth program helps to boost the teens’ confidence, provides them with work experience and it exposes them to possible job opportunities.”

SUCCESS STORY: MARITA**Anoka County Job Training Center**

Marita enrolled in the Youth Program Spring of 2009. She was enrolled in the Summer Youth Program funded by the Youth Recovery Act and later co-enrolled in the WIA Younger Youth Program. Marita was 18 years old, a foster child, and had never held a job before. The Youth Counselor worked with Marita to identify her career goals, placing her at Jefferson Elementary in building maintenance. On her first performance evaluation, she was rated “Excellent” in every category.



It became quite clear very quickly that Marita was going to excel in Building Maintenance. Marita worked part-time while completing the requirements for her high school diploma. During her final year in her high school at Transition Plus, Marita applied for a part-time building maintenance position with Anoka-Hennepin School District (the largest school district in the state). Marita was hired as a substitute at many of the area schools in the District.

This past May, Marita was hired as a full-time staff person in the District’s Building Maintenance Department. Marita plans to take the Boilers License exam this fall. In a letter of recommendation her supervisor stated, “Marita possesses the ultimate “can do” attitude while taking on tasks with a positive energy and a smile. Her upbeat personality and engaging personal style enables her to interact effectively with staff, students, and the public. She takes initiative to go beyond the expected job duties. I am very confident that she has the work ethic and skills to add value to wherever she works.”

Marita received a High School Diploma from Transition Plus. She was presented with the MnACTE/SNP Student of the Year Award (Minnesota Association for Career and Technical Education Special Needs Personnel). This award recognizes students each year who overcome barriers to achieve their highest potential for success. The award included a \$250 scholarship that Marita can use for post-secondary education.

SUCCESS STORY: ANTOINE**Hennepin-Carver County****Workforce Development (Tree Trust)**

Antoine is 21 years old and just finished school this past June at the Osseo Secondary Transition Center. He heard about Tree Trust through a friend and decided to apply because he was interested in working a Youth Conservation Corps crew.

Although Antoine struggles with a learning disability, he says he’s always had a strong work ethic and each year he sets goals for himself, such as winning the Governor’s Award. His work ethic and goal-setting has also translated into his life outside of Tree Trust. Antoine has now had several jobs beyond his work with Tree Trust, including working in a furniture warehouse and volunteering at an assisted living home. He hopes to be the first in his family to attend college and has been interested in Minneapolis Community and Technical College and National American University with hopes of becoming either a mechanic or an engineer.

Antoine says, “Tree Trust has helped me in a lot of ways. I’ve built several sites and I’ve learned how to keep my cool.”

Quote From Workplace Supervisor

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

Veteran Services

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

- Training;
- Screening for Veterans Status
- Special Programs for Veterans
- Priority Ranking for Job Vacancies;
- Priority Access to Workshops;
- Annual Veterans Career/Job Fairs;
- Veteran Services to Employers.

Training

DEED contracted with the National Veterans Training Institute (NVTI) to provide training for WIB managers, Wagner-Peyser managers, and partner managers on processes and procedures for implementing POS to Veterans as delineated in Public Law 107-288, Jobs for Veterans Act (JVA), November 2002. The “Priority of Service for Veterans and Eligible Spouses: Final Rule” was disseminated to WorkForce Center staff. The Veteran Services Director provided further training to WIB managers, Wagner-Peyser managers, and partner managers at regularly scheduled manager meetings. Local Veteran Employment Representative (LVER) and Disabled Veterans Outreach Program (DVOP) staffs continue to train staff in local one-stops on POS along with office procedures for implementing the rule.

Screening for Veteran Status

Screening for veterans in the WorkForce Centers (WFC) occurs at first point of entry. Posters are visible in the lobby, resource rooms, and conference rooms of the local WorkForce Centers. The reception staff screen applicants for veteran status and provide those self-identified with a Veteran Questionnaire. The questionnaire aids the reception staff in identifying those veterans with significant barriers to employment such as homelessness, chemical dependency, criminal background, or service connected disabilities. The receptionist reviews the form and refers veterans with significant barriers to employ-

ment to DVOP staff; if no DVOP staff is available, the questionnaire is faxed to a DVOP. Other veterans are referred to partner staff within the WFC. Partner staff provide the applicant with a brochure explaining the services available and the appropriate contact. DEED is currently reviewing and updating self-service sign on screens for employment and training services in order to ensure veteran’s access to on-line services is notifying them of their rights to POS.

Special Programs for Veterans

The Veteran’s Questionnaire aids the WFCs in identifying special services available to specific veteran populations such as the Gold Card Veterans. In November of 2011, the Gold Card Veteran initiative was implemented. DEED immediately responded by ensuring WFC providers are identifying unemployed post-9/11 era veterans and are offering an array of intensive and follow-up services needed to obtain employment. DEED distributed Gold Cards to eligible veterans and provided them with a list of employment and training services. DEED also created a state Dislocated Worker program targeting Gold Card Veterans.

LVER/DVOP staff participate in special programs for incarcerated veterans. Veteran staff participate with a community steering committee in a diversionary court program intended to provide an alternative to prison time for veterans whose military service may have precipitated their criminal behavior. The program was established to divert veterans to community services which may be more appropriate for them.

Priority Ranking for Job Vacancies

Minnesota’s job bank provides POS to veterans. All new registrants in Minnesota’s job bank (see: <http://www.MinnesotaWorks.net>) who check veteran status are prompted to answer a series of questions regarding their military engagement. When an individual is identified as an eligible veteran, an American flag is displayed by their name. When employers are seeking qualified job applicants, all veterans that meet the minimum criteria for the job are displayed at the top of the list and denoted with

the American flag. When employers are listing job vacancies, employers are able to identify themselves as a “Veteran Friendly Employer,” and encouraged to add the verbiage “Veterans Encouraged to Apply” (MN Stat. 197.455) to their job postings.

Priority Access to Workshops

Applicants interested in attending job search workshops can register for a variety of classes directly from DEED’s web site. In the registration process if an applicant answers yes to veteran status, the veteran is allowed to continue to register even if the class is full. On the contrary, a non-veteran applicant could receive a message “the session has reached maximum attendees” and told to check other session dates. Veterans are never turned away.

Annual Veteran Career/Job Fair

Since 2006, Minnesota DEED has hosted a Veterans Career/Job Fair. The event continues to grow; by 2013, there were 150 exhibitors of which 130 were employers. Approximately 1,200 veterans attended.

Veteran Services to Employers

Job Service Business Services Representative (BSR) and LVERS coordinate outreach to employers. Employer service teams created a “Preferred Employer List” with over 100 companies that have agreed to be notified of referrals coming from LVER staff. DEED recently implemented a SharePoint site to share veteran’s resumes with BSR and LVER staff for potential job vacancies. DEED has also implemented a customer contact system that allows BSR and LVER staff to access the employer database to determine the last point of contact and more detailed information about the employer. BSR and LVER staff hand out a brochure entitled “Minnesota Veterans...Good for Business.” BSR and LVER staff encourage employers to follow a three-step process in hiring a veteran:

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

Minnesota WorkForce Center System Service Levels to Veterans

PY/QTR	Total Rcvd Staff Assisted Services by DVOP and LVER	Total Vets (w/o TSMs) Rcvd Staff Assisted Services by WP/WIA	Percentage Rcvd Staff Assisted Services by WP/WIA	Total Rcvd Staff Assisted Services by DVOP	Percentage Rcvd Staff Assisted Services by DVOP	Total Rcvd Staff Assisted Services by LVER	Percentage Rcvd Staff Assisted Services by LVER	Total Rcvd Intensive Services by DVOP	Percentage Rcvd Intensive Services by DVOP
PY11/Q4	478	13,396	96.4%	419	3.1%	104	0.8%	371	88.5%
PY12/Q1	567	11,966	95.3%	514	4.3%	95	0.8%	455	88.5%
PY12/Q2	764	13,402	94.3%	677	5.1%	129	1.0%	540	79.8%
PY12/Q3	794	7,949	90.0%	707	8.9%	166	2.1%	600	84.9%

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PY 2012 WIA Performance Results Tables A-0

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Performance Results Tables A-O

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level ¹	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included In the Sample	Response Rate
Participants	77.0	77.1	524	5,153	952	55.0
Employers	78.0	77.0	1,217	5,040	1,680	72.4

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	80.0	84.0	697
			830
Employment Retention Rate	84.0	88.4	978
			1,106
Average Earnings	\$12,750.00	12,912.4	12,344,258
			956
Employment and Credential Rate	70.0	75.4	547
			725

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	80.5	268	76.9	20	77.3	51	78.0	64
		333		26		66		82
Employment Retention Rate	87.2	340	90.9	20	89.5	51	84.2	64
		390		22		57		76
Average Earnings Rate	10,740.5	3,544,358	13,119.4	249,269	11,787.0	589,349	12,447.6	759,305
		330		19		50		61
Employment and Credential Rate	71.1	224	45.5	5	82.4	28	67.7	21
		315		11		34		31

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	88.2	433	77.9	264
		491		339
Employment Retention Rate	90.2	650	85.2	328
		721		385
Average Earnings Rate	13,873.7	8,879,139	10,965.6	3,465,119
		640		316

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86.0	84.1	3,068
			3,646
Employment Retention Rate	90.0	92.9	3,311
			3,563
Average Earnings	\$20,000.00	19,297.9	61,637,453
			3,194
Employment and Credential Rate	69.0	70.1	1,268
			1,809

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	79.3	138 174	81.4	149 183	70.6	573 812	100.0
Employment Retention Rate	89.6	163 182	93.5	157 168	90.6	559 617	100.0	1 1
Average Earnings Rate	20,511.1	3,240,760 158	15,942.6	2,359,498 148	18,868.6	9,811,683 520	4,269	4,269 1
Employment and Credential Rate	70.5	67 95	75.6	68 90	59.1	162 274	100.0	1 1

Table G - Other Outcomes for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	88.0	1,520	80.7	1,548
		1,727		1,919
Employment Retention Rate	94.1	1,774	91.7	1,537
		1,886		1,677
Average Earnings Rate	18,683.7	31,967,729	20,006.6	29,669,724
		1,711		1,483

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	NA	66.0	1,101
			1,668
Attainment of Degree or Certificate	NA	49.8	855
			1,716
Literacy and Numeracy Gains	NA	25.8	99
			384

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71.0	81.8	275
			336
Employment Retention Rate	85.0	92.1	313
			340
Average Earnings	\$4,200.00	6,559.7	1,954,796
			298
Credential Rate	58.0	60.2	250
			415

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
	Entered Employment Rate	79.8	130 163	100.0	1 1	84.6	66 78	83.8
Employment Retention Rate	90.2	138 153	0.0	0 0	96.9	63 65	91.5	226 247
Average Earnings Rate	5,487.8	746,334 136	0.0	0 0	6,584.8	335,827 51	6,245.2	1,336,468 214
Credential Rate	58.7	111 189	100.0	1 1	63.9	62 97	59.7	176 295

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	92.0	94.4	3,271
			3,466
Youth Diploma or Equivalent Rate	85.0	86.0	518
			602
Retention Rate	78.0	84.1	701
			834

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
	Skill Attainment Rate	93.4	1,169	94.5	1,520	91.2
1,251			1,608		455	
Youth Diploma or Equivalent Rate	85.8	169	87.5	266	64.2	34
		197		304		53
Retention Rate	79.5	232	83.6	312	81.1	116
		292		373		143

Table L - Other Reported Information

Reported Information	12-Month Employment Retention Rate		12-Month Earning Increase (Adults & Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Placement in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	89.5	1,017 1,136	5,795.0	6,415,023 1,107	4.0	28 697	5,822.9	4,029,450 692	66.0	283 429
Dislocated Workers	91.4	3,553 3,887	91.9	70,403,689 76,609,428	3.1	96 3,068	8,567.3	25,461,952 2,972	61.8	840 1,360
Older Youth	88.0	315 358	6,485.4	1,991,020 307	3.3	9 275	3,432.6	847,855 247		

Table M – Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	247,864	207,929
Total Adult Self-Service Only	239,940	203,504
WIA Adult	242,207	204,682
WIA Dislocated Worker	5,661	3,254
Total Youth (14-21)	3,842	1,866
Younger Youth (14-18)	2,752	1,403
Older Youth (19-21)	1,090	463
Out-of-School Youth	1,127	489
In-School Youth	2,715	1,377

Table N - Cost of WIA Program Activities

Program Activity	Spending	
Local Adults WIA	9,485,498.00	
Local Dislocated Workers WIA	8,972,348.00	
Local Youth WIA	9,422,466.00	
Rapid Response WIA	2,886,212.00	
National Emergency Grants	720,177.00	
Statewide Required	1,754,977.00	
Statewide Allowable Activities WIA Section 134 (a)(3)	Program Activity Description	
	Technology Maintenance	79,480.00
	Technology Updates	147,611.00
Total of All Federal Spending Listed Above	33,241,678.00	

Table O - Local Performance

Local Area Name: Northwest Minnesota Private Industry, Inc. – WSA 1	Total Participants Served	Adults	93
		Dislocated Workers	35
		Older Youth (19-21)	23
		Younger Youth (14-18)	120
ETA Assigned #: 27045	Total Exiters	Adults	57
		Dislocated Workers	32
		Older Youth (19-21)	10
		Younger Youth (14-18)	49
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	84.6
	Dislocated Workers	86	78.3
	Older Youth	71	87.5
Retention Rates	Adults	84	86.4
	Dislocated Workers	90	86.7
	Older Youth	85	91.7
	Younger Youth	78	80.9
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,407	9,617.90
	Dislocated Workers	14,757	14,190.30
	Older Youth	4,200	7,373.20
Credential/Diploma Rates	Adults	70	69.4
	Dislocated Workers	69	64.7
	Older Youth	58	54.5
	Younger Youth	85	90.9
Skill Attainment Rate	Younger Youth	92	90.8
Placement in Employment or Education	Youth (14-21)		74.6
Attainment of Degree or Certificate	Youth (14-21)		75.8
Literacy or Numeracy Gains	Youth (14-21)		33.3
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Rural Minnesota Concentrated Employment Program, Inc. - WSA 2	Total Participants Served	Adults	404
		Dislocated Workers	263
		Older Youth (19-21)	104
		Younger Youth (14-18)	404
ETA Assigned #: 27040	Total Exiters	Adults	203
		Dislocated Workers	209
		Older Youth (19-21)	41
		Younger Youth (14-18)	163
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	83.9
	Dislocated Workers	86	89.0
	Older Youth	71	89.7
Retention Rates	Adults	84	90.8
	Dislocated Workers	90	93.0
	Older Youth	82	96.8
	Younger Youth	78	91.8
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	8,525	14,703.90
	Dislocated Workers	13,372	16,906.70
	Older Youth	4,000	8,004.10
Credential/Diploma Rates	Adults	70	72.6
	Dislocated Workers	69	76.5
	Older Youth	65	78.0
	Younger Youth	85	91.7
Skill Attainment Rate	Younger Youth	90	93.8
Placement in Employment or Education	Youth (14-21)		69.0
Attainment of Degree or Certificate	Youth (14-21)		57.5
Literacy or Numeracy Gains	Youth (14-21)		53.8
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Northeast Minnesota Office of Job Training - WSA 3	Total Participants Served	Adults	153
		Dislocated Workers	70
		Older Youth (19-21)	53
		Younger Youth (14-18)	156
ETA Assigned #: 27035	Total Exiters	Adults	80
		Dislocated Workers	38
		Older Youth (19-21)	30
		Younger Youth (14-18)	66
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	97.8
	Dislocated Workers	86	90.4
	Older Youth	71	88.9
Retention Rates	Adults	84	88.1
	Dislocated Workers	90	92.9
	Older Youth	80	97.4
	Younger Youth	75	76.4
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,652	12,637.80
	Dislocated Workers	15,140	18,078.80
	Older Youth	4,200	12,740.20
Credential/Diploma Rates	Adults	70	89.1
	Dislocated Workers	69	88.6
	Older Youth	58	72.0
	Younger Youth	85	80.4
Skill Attainment Rate	Younger Youth	92	95.6
Placement in Employment or Education	Youth (14-21)		92.2
Attainment of Degree or Certificate	Youth (14-21)		91.0
Literacy or Numeracy Gains	Youth (14-21)		44.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded
			X

Table O - Local Performance

Local Area Name: City of Duluth – WSA 4	Total Participants Served	Adults	42
		Dislocated Workers	131
		Older Youth (19-21)	42
		Younger Youth (14-18)	76
ETA Assigned #: 27005	Total Exiters	Adults	21
		Dislocated Workers	48
		Older Youth (19-21)	18
		Younger Youth (14-18)	34
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	100.0
	Dislocated Workers	86	75.9
	Older Youth	71	77.8
Retention Rates	Adults	84	91.3
	Dislocated Workers	90	100.0
	Older Youth	85	90.9
	Younger Youth	78	74.2
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	10,781	17,427.00
	Dislocated Workers	16,912	16,469.60
	Older Youth	4,200	9,711.00
Credential/Diploma Rates	Adults	70	91.7
	Dislocated Workers	69	40.0
	Older Youth	58	45.5
	Younger Youth	85	84.6
Skill Attainment Rate	Younger Youth	92	90.4
Placement in Employment or Education	Youth (14-21)		76.6
Attainment of Degree or Certificate	Youth (14-21)		66.7
Literacy or Numeracy Gains	Youth (14-21)		25.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Central Minnesota Jobs and Training – WSA 5	Total Participants Served	Adults	164
		Dislocated Workers	360
		Older Youth (19-21)	44
		Younger Youth (14-18)	214
ETA Assigned #: 27105	Total Exiters	Adults	99
		Dislocated Workers	263
		Older Youth (19-21)	27
		Younger Youth (14-18)	95
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	81.0
	Dislocated Workers	86	92.1
	Older Youth	75	91.7
Retention Rates	Adults	84	89.7
	Dislocated Workers	90	92.2
	Older Youth	85	100.0
	Younger Youth	78	95.0
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,177	15,447.20
	Dislocated Workers	14,396	17,086.90
	Older Youth	3,800	5,490.80
Credential/Diploma Rates	Adults	70	75.0
	Dislocated Workers	69	76.8
	Older Youth	59	66.7
	Younger Youth	85	95.5
Skill Attainment Rate	Younger Youth	92	98.5
Placement in Employment or Education	Youth (14-21)		89.8
Attainment of Degree or Certificate	Youth (14-21)		80.3
Literacy or Numeracy Gains	Youth (14-21)		47.1
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Southwest Minnesota Private Industry Council Inc. – WSA 6	Total Participants Served	Adults	87
		Dislocated Workers	107
		Older Youth (19-21)	36
		Younger Youth (14-18)	84
ETA Assigned #: 27055	Total Exiters	Adults	44
		Dislocated Workers	81
		Older Youth (19-21)	20
		Younger Youth (14-18)	43
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	93.9
	Dislocated Workers	86	85.0
	Older Youth	70	84.6
Retention Rates	Adults	84	94.3
	Dislocated Workers	90	93.5
	Older Youth	85	100.0
	Younger Youth	80	85.4
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	8,615	12,110.70
	Dislocated Workers	13,514	15,691.10
	Older Youth	3,600	3,931.80
Credential/Diploma Rates	Adults	70	73.2
	Dislocated Workers	69	67.9
	Older Youth	51	50.0
	Younger Youth	85	89.2
Skill Attainment Rate	Younger Youth	92	89.5
Placement in Employment or Education	Youth (14-21)		76.5
Attainment of Degree or Certificate	Youth (14-21)		81.5
Literacy or Numeracy Gains	Youth (14-21)		0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: South Central Workforce Council – WSA 7	Total Participants Served	Adults	123
		Dislocated Workers	321
		Older Youth (19-21)	64
		Younger Youth (14-18)	121
ETA Assigned #: 27030	Total Exiters	Adults	76
		Dislocated Workers	126
		Older Youth (19-21)	23
		Younger Youth (14-18)	42
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	79.3
	Dislocated Workers	86	84.5
	Older Youth	76	81.3
Retention Rates	Adults	84	88.9
	Dislocated Workers	90	91.3
	Older Youth	85	85.7
	Younger Youth	75	78.1
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,174	10,856.10
	Dislocated Workers	14,390	15,084.50
	Older Youth	4,000	6,839.60
Credential/Diploma Rates	Adults	70	60.9
	Dislocated Workers	69	76.0
	Older Youth	55	55.6
	Younger Youth	85	93.8
Skill Attainment Rate	Younger Youth	92	94.0
Placement in Employment or Education	Youth (14-21)		81.6
Attainment of Degree or Certificate	Youth (14-21)		76.9
Literacy or Numeracy Gains	Youth (14-21)		21.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Southeast Minnesota Workforce Development - WSA 8	Total Participants Served	Adults	159
		Dislocated Workers	285
		Older Youth (19-21)	123
		Younger Youth (14-18)	154
ETA Assigned #: 27075	Total Exiters	Adults	85
		Dislocated Workers	153
		Older Youth (19-21)	52
		Younger Youth (14-18)	58
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	94.2
	Dislocated Workers	86	92.8
	Older Youth	71	94.4
Retention Rates	Adults	84	89.9
	Dislocated Workers	90	92.3
	Older Youth	85	86.2
	Younger Youth	78	89.9
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	11,390	8,869.90
	Dislocated Workers	17,866	16,120.60
	Older Youth	4,200	4,924.80
Credential/Diploma Rates	Adults	70	82.0
	Dislocated Workers	69	75.2
	Older Youth	58	56.9
	Younger Youth	85	88.9
Skill Attainment Rate	Younger Youth	92	95.8
Placement in Employment or Education	Youth (14-21)		89.8
Attainment of Degree or Certificate	Youth (14-21)		83.8
Literacy or Numeracy Gains	Youth (14-21)		8.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Hennepin Carver Employment and Training Council - WSA 9	Total Participants Served	Adults	442
		Dislocated Workers	1,083
		Older Youth (19-21)	74
		Younger Youth (14-18)	246
ETA Assigned #: 27120	Total Exiters	Adults	225
		Dislocated Workers	622
		Older Youth (19-21)	39
		Younger Youth (14-18)	115
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	74.9
	Dislocated Workers	86	79.1
	Older Youth	71	61.3
Retention Rates	Adults	84	82.6
	Dislocated Workers	90	92.3
	Older Youth	85	100.0
	Younger Youth	78	71.6
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	11,228.50
	Dislocated Workers	22,716	21,938.80
	Older Youth	4,200	4,136.30
Credential/Diploma Rates	Adults	70	71.4
	Dislocated Workers	69	68.5
	Older Youth	58	39.5
	Younger Youth	85	60.0
Skill Attainment Rate	Younger Youth	92	90.4
Placement in Employment or Education	Youth (14-21)		71.2
Attainment of Degree or Certificate	Youth (14-21)		56.5
Literacy or Numeracy Gains	Youth (14-21)		27.3
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			X
		Exceeded	

Table O - Local Performance

Local Area Name: Minneapolis Employment and Training - WSA 10	Total Participants Served	Adults	132
		Dislocated Workers	417
		Older Youth (19-21)	169
		Younger Youth (14-18)	562
ETA Assigned #: 27010	Total Exiters	Adults	72
		Dislocated Workers	206
		Older Youth (19-21)	84
		Younger Youth (14-18)	501
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	100.0
	Dislocated Workers	86	89.0
	Older Youth	70	65.6
Retention Rates	Adults	84	91.4
	Dislocated Workers	90	93.5
	Older Youth	80	89.4
	Younger Youth	75	74.5
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	9,585.60
	Dislocated Workers	22,716	19,559.80
	Older Youth	4,000	4,522.30
Credential/Diploma Rates	Adults	70	85.7
	Dislocated Workers	69	53.8
	Older Youth	52	50.7
	Younger Youth	85	88.5
Skill Attainment Rate	Younger Youth	92	96.5
Placement in Employment or Education	Youth (14-21)		44.3
Attainment of Degree or Certificate	Youth (14-21)		11.4
Literacy or Numeracy Gains	Youth (14-21)		25.5
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Anoka County - WSA 12	Total Participants Served	Adults	23
		Dislocated Workers	170
		Older Youth (19-21)	18
		Younger Youth (14-18)	46
ETA Assigned #: 27085	Total Exiters	Adults	20
		Dislocated Workers	118
		Older Youth (19-21)	7
		Younger Youth (14-18)	21
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	87.5
	Dislocated Workers	86	90.8
	Older Youth	71	66.7
Retention Rates	Adults	84	100.0
	Dislocated Workers	90	94.5
	Older Youth	85	75.0
	Younger Youth	78	100.0
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	22,495.50
	Dislocated Workers	22,716	20,019.10
	Older Youth	4,200	3,930.30
Credential/Diploma Rates	Adults	70	56.3
	Dislocated Workers	69	77.9
	Older Youth	58	66.7
	Younger Youth	85	92.9
Skill Attainment Rate	Younger Youth	92	85.0
Placement in Employment or Education	Youth (14-21)		75.0
Attainment of Degree or Certificate	Youth (14-21)		88.2
Literacy or Numeracy Gains	Youth (14-21)		40.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Dakota/Scott Counties - WSA 14	Total Participants Served	Adults	232
		Dislocated Workers	654
		Older Youth (19-21)	43
		Younger Youth (14-18)	189
ETA Assigned #: 27125	Total Exiters	Adults	79
		Dislocated Workers	467
		Older Youth (19-21)	21
		Younger Youth (14-18)	96
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	77.6
	Dislocated Workers	86	74.9
	Older Youth	71	100.0
Retention Rates	Adults	84	83.3
	Dislocated Workers	90	93.4
	Older Youth	85	88.9
	Younger Youth	78	86.4
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	13,665.20
	Dislocated Workers	22,716	24,490.20
	Older Youth	4,200	8,517.60
Credential/Diploma Rates	Adults	70	63.8
	Dislocated Workers	69	64.1
	Older Youth	58	73.7
	Younger Youth	85	89.1
Skill Attainment Rate	Younger Youth	92	96.9
Placement in Employment or Education	Youth (14-21)		72.9
Attainment of Degree or Certificate	Youth (14-21)		58.0
Literacy or Numeracy Gains	Youth (14-21)		0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Ramsey County Workforce Solutions - WSA 15	Total Participants Served	Adults	125
		Dislocated Workers	324
		Older Youth (19-21)	252
		Younger Youth (14-18)	297
ETA Assigned #: 27115	Total Exiters	Adults	61
		Dislocated Workers	259
		Older Youth (19-21)	81
		Younger Youth (14-18)	88
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	77.4
	Dislocated Workers	86	87.2
	Older Youth	70	87.7
Retention Rates	Adults	84	79.6
	Dislocated Workers	90	92.1
	Older Youth	80	90.7
	Younger Youth	78	86.7
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	12,741.90
	Dislocated Workers	22,716	18,881.20
	Older Youth	4,000	4,894.70
Credential/Diploma Rates	Adults	70	60.0
	Dislocated Workers	69	54.0
	Older Youth	52	74.2
	Younger Youth	85	81.4
Skill Attainment Rate	Younger Youth	92	92.2
Placement in Employment or Education	Youth (14-21)		78.6
Attainment of Degree or Certificate	Youth (14-21)		65.1
Literacy or Numeracy Gains	Youth (14-21)		19.4
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Washington County - WSA 16	Total Participants Served	Adults	12
		Dislocated Workers	262
		Older Youth (19-21)	6
		Younger Youth (14-18)	39
ETA Assigned #: 27100	Total Exiters	Adults	9
		Dislocated Workers	106
		Older Youth (19-21)	3
		Younger Youth (14-18)	12
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	100.0
	Dislocated Workers	86	94.2
	Older Youth	71	100.0
Retention Rates	Adults	84	88.9
	Dislocated Workers	90	95.2
	Older Youth	80	100.0
	Younger Youth	75	83.3
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	14,481	13,258.40
	Dislocated Workers	22,716	20,662.40
	Older Youth	3,800	3,961.50
Credential/Diploma Rates	Adults	70	100.0
	Dislocated Workers	69	84.7
	Older Youth	55	50.0
	Younger Youth	80	100.0
Skill Attainment Rate	Younger Youth	90	89.2
Placement in Employment or Education	Youth (14-21)		58.8
Attainment of Degree or Certificate	Youth (14-21)		31.3
Literacy or Numeracy Gains	Youth (14-21)		0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Stearns-Benton Employment and Training Council - WSA 17	Total Participants Served	Adults	31
		Dislocated Workers	555
		Older Youth (19-21)	30
		Younger Youth (14-18)	3
ETA Assigned #: 27110	Total Exiters	Adults	14
		Dislocated Workers	189
		Older Youth (19-21)	5
		Younger Youth (14-18)	2
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	100.0
	Dislocated Workers	86	88.7
	Older Youth	75	100.0
Retention Rates	Adults	84	100.0
	Dislocated Workers	90	93.7
	Older Youth	85	100.0
	Younger Youth	66	66.7
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,930	16,784.50
	Dislocated Workers	15,576	16,287.70
	Older Youth	4,200	7,474.60
Credential/Diploma Rates	Adults	70	94.7
	Dislocated Workers	69	80.4
	Older Youth	58	60.0
	Younger Youth	66	100.0
Skill Attainment Rate	Younger Youth	92	100.0
Placement in Employment or Education	Youth (14-21)		100.0
Attainment of Degree or Certificate	Youth (14-21)		66.7
Literacy or Numeracy Gains	Youth (14-21)		66.7
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

Table O - Local Performance

Local Area Name: Winona County Workforce Council - WSA 18	Total Participants Served	Adults	45
		Dislocated Workers	26
		Older Youth (19-21)	9
		Younger Youth (14-18)	41
ETA Assigned #: 27080	Total Exiters	Adults	33
		Dislocated Workers	29
		Older Youth (19-21)	2
		Younger Youth (14-18)	18
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	77.1
	Employers	78	77
Entered Employment Rates	Adults	80	85.7
	Dislocated Workers	86	100.0
	Older Youth	71	100.0
Retention Rates	Adults	84	100.0
	Dislocated Workers	90	94.1
	Older Youth	78	100.0
	Younger Youth	70	63.6
Average Earnings (Adults/DWs) Six Months' Earnings Increase (Older Youth)	Adults	9,412	20,072.10
	Dislocated Workers	14,764	15,206.40
	Older Youth	4,200	2,625.00
Credential/Diploma Rates	Adults	70	88.9
	Dislocated Workers	69	97.3
	Older Youth	50	50.0
	Younger Youth	85	83.3
Skill Attainment Rate	Younger Youth	90	96.2
Placement in Employment or Education	Youth (14-21)		81.3
Attainment of Degree or Certificate	Youth (14-21)		92.9
Literacy or Numeracy Gains	Youth (14-21)		0.0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance		Not Met	Met
			Exceeded X

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