

**PY 2005
Minnesota
Workforce Investment Act
Annual Report**

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Introduction

One of Governor Tim Pawlenty's top goals is to "Increase Jobs and Economic Opportunities: We will support the economic success of individuals, businesses, and communities by improving opportunities for growth." This principle is the mission of the Department of Employment and Economic Development (DEED), the lead state agency driving Minnesota's workforce investment system.

The Governor's Workforce Development Council (GWDC) Investment Advisory (www.gwdc.org) recommended that Minnesota build on its economic strengths by targeting workforce development resources to specific high-growth industries and occupations. Minnesota implemented state, regional and local initiatives that involve high-growth industries and partnership initiatives that involve workforce development, economic development, and education.

The GWDC and key stakeholders, including DEED and Local Workforce Investment Boards (LWIBs), continue to work together to meet the future workforce development needs of business and job seeker customers. Minnesota's challenges include building an adequate supply of skilled workers by engaging all populations.

DEED places its customers - business and job seekers - at the center of all policy decisions. The newly created Workforce Development Division works with local leaders to set and implement policies that support a demand-driven, streamlined workforce development system. These new strategies assure that:

- Minnesota businesses have the skilled workers and access to resources they need to compete and succeed in a global economy; and
- Minnesota workers have the skills and information to compete and succeed in a global economy.

Minnesota's Business Services Initiative is a key component of the State's transition to a demand-driven workforce development system. Business Services Specialists work with regional labor market analysts and LWIBs to identify and target key industries. Business Plans are now a required part of the Integrated Local Plan for WIA: each LWIB identified in the local plan the high-demand, high-wage industries and occupations that are critical to regional economic vitality.

Web-based labor market profiles have been added to DEED's website (www.deed.state.mn.us). The availability of current, web-based Labor Market Information (LMI) has proven to be a useful tool for jobseekers, business owners, LWIBs, and workforce and economic development professionals. The regional profiles assist in identifying employer needs and in-demand occupations in each economic development region.

Minnesota began the redesign of the Job Bank website in PY 2005, and continued to make improvements to Workforce One, the web-based management information system which replaced and consolidated a number of legacy systems.

This report provides a summary of Minnesota's PY 2005 WIA Title IB programs and activities. It includes an overview of Minnesota's economy, the Business Services Initiative, the One-Stop System, partnering activities, and a cost-effectiveness analysis. Finally, the report provides outcome data for the WIA Title IB programs.

Minnesota's Economic Context

Historical View

In Minnesota, the late 1990s were characterized by strong and consistent job growth and the lowest unemployment rate on record in the state at 2.5 percent. This period was followed by an economic slowdown leading to recession starting in March 2001. Although the recession officially ended in October 2001, job losses continued in Minnesota and around the country for several more years.

Nationally, the 2001 recession and job loss recovery hit three industries particularly hard – Manufacturing, (particularly Durable Goods Manufacturing); the dot coms and information technology firms in the Professional and Business Services sector; and air transportation in Trade, Transportation and Utilities. Minnesota's high concentration of employment in these industries, particularly Manufacturing, meant that our economy experienced job market woes earlier and suffered more job losses than states with a lower concentration of these jobs. The table below shows how many jobs the state lost in key industries and how many we have replaced since, as well as average monthly job growth over Program Year 2005.

Employment in Key Minnesota Industries: 1998 to July, 2006 (numbers are in 000's)				
	Total Nonfarm Employment	Manufacturing	Trade, Transportation & Utilities	Professional & Business Services
Peak Employment	2,708.9	399.2	545.8	321.2
Trough Employment	2,652.2	339.0	516.8	294.4
Jobs Lost	56.7	60.2	29.0	26.8
Jobs Gained Since Trough	133.3	8.2	19.1	26.7
Avg. Jobs Gained Per Month PY 2005	6.6	0.2	0.9	1.7

April 2004 can be considered the post-recession turning point in Minnesota. While the economy started adding jobs again in May 2002, it did so in fits and starts, achieving no significant momentum until 2004. With the uptick in job growth and a slowing in the pace of layoffs, the unemployment rate finally began to decline in April 2004. Minnesota's labor market has continued to improve with few setbacks since then.

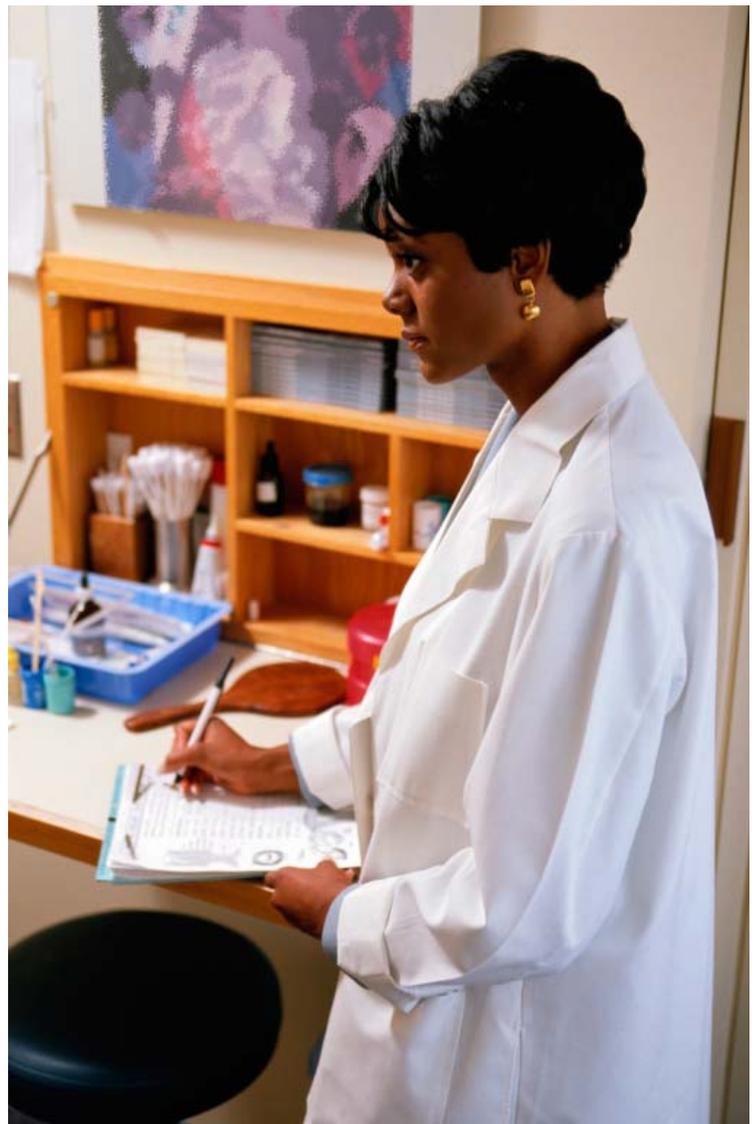
Program Year 2005 showed the strongest employment growth since the recession, generating 6,600 jobs per month on average from July 2005 to July 2006¹. Every major industry sector added jobs over the year, with the strongest growth in Professional and Business Services (1,700 per month); Education and Health Services (1,300 per month); Leisure and Hospitality (1,100 per month); and Trade, Transportation and Utilities (890 per month). While manufacturing added fewer jobs on a monthly basis than the top performing sectors, the sector grew at 0.7 percent in Minnesota compared to 0.1 percent nationally. With about 60 percent of the state's labor force, the Minneapolis-St. Paul Metropolitan Statistical Area (MSA) generated about 60 percent of the new jobs. A few key industries in the MSA had stronger than statewide growth in Program

¹CES data is revised each month when new data are released. These unrevised CES numbers were the most current numbers available at the time the report was written.

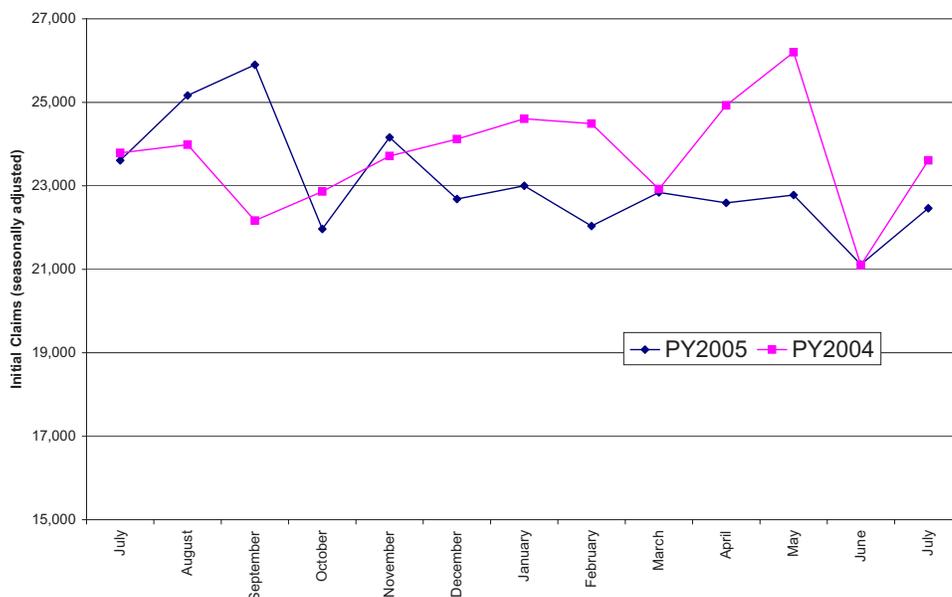
Year 2005, including Manufacturing which added 300 jobs per month, and Leisure and Hospitality, which added 940 jobs per month.

Since the mid-1990s, Minnesota's per capita income has surged into the nation's top 10, climbing from a previous ranking in the middle teens past Alaska, Hawaii, Illinois, Nevada, Delaware, and California. In 2005, Minnesota's statewide per capita income was \$37,373 (based on preliminary numbers), up by 3.3 percent from 2004. For the first time in a number of years, this represents a slide in state ranking, down to ninth in 2005 from seventh in 2004. This slide may be due to the fact that Minnesota's job growth lagged the nation during 2005. Now that the state's job growth has not only caught up with but now surpasses the nation, the expectation is that Minnesota's per capita income will continue to gain ground relative to other states.

Workers in the Southwest, Northwest, and West Central regions continued to earn the lowest average wages statewide, while workers in the Twin Cities and Southeast Minnesota earned the highest. Generally, rural areas are home to the manufacturing, mining, agricultural, and other natural resource-based industries which tend to have slow growth and moderate wages, while urban Minnesota hous-



UI Initial Claims, PY2004 and PY2005



During PY 2005, Unemployment Insurance Initial Claims, a proxy for layoffs, were below PY2004 levels throughout most of the year. This means that layoffs have shifted to a lower level and have remained there. This graph compares Minnesota UI claims with national claims from 2000 to 2006.

es the higher paid professional services and high technology industries. Low wage service jobs, for example in Leisure and Hospitality and Retail Trade, are found throughout the state. During calendar year 2005, Central and Southwest Minnesota added jobs at a faster pace than the state average, achieving 2.1 and 1.3 percent growth respectively. The Twin Cities seven county metro area matched the statewide pace at 1.2 percent.

Jobs

The latest round of the Minnesota Job Vacancy Survey, second quarter 2006, brought good news for job seekers. Compared to the prior year, the number of job vacancies in Minnesota increased by 9.2 percent or 5,400 job vacancies. This means that there are about 5.9 job vacancies for every 10 unemployed workers, about the same as six months ago. One year ago, the ratio was at 5.1 job vacancies for every 10 unemployed workers.

Hiring was up in all but four of 22 occupational groups over the year. Corresponding with flattening job growth, vacancies in construction and extraction occupations were down almost 40 percent. Healthcare support and installation, maintenance, and repair also saw notable declines. Among the occupation groups with large increases in hiring are the highly paid computer and mathematical occupational group, as well as office and administrative; production; transportation and material moving; sales and related; food service; and education, training, and library occupations.

In the long term, we can expect to see a continuation of “upskilling.” Between now and 2014 more and more jobs will require a college degree and fewer will require only high school or less. The shift in occupational employment patterns responsible for this trend reflects structural shifts in industries. Employment in agriculture, production/repair, and operator/fabricator occupations has decreased as employment has increased in managerial, professional, and technical occupations. Almost every professional, paraprofessional, and technical occupation required some post-secondary training, and many require a Bachelor’s degree or more. Structural shifts in industries influenced the skills, education, and training that the workforce needs in order to succeed.

The Workforce

Minnesota continued to hold its title as the “hardest-working” state in the nation with 74.6 percent of the adult population participating in the workforce in 2004, the last year for which a complete set of state-by-state data are available. Despite this, Minnesota’s labor force participation rate has been sliding, down from a high of 75.6 in early 2001. By July 2006 it had fallen to 73.1 percent. Nationally, the labor force participation rate also slid during and after the recession, but leveled off in 2004. Based on available data, it is difficult to determine exactly what is driving the decline in Minnesota’s labor force participation rate.

The growth of high tech industries and occupations combined with economic globalization has moved the state’s industrial employment away from traditional industries such as manufacturing, mining, and agriculture and toward technical and service industries including professional and business services, high-tech manufacturing, healthcare and retail trade. Worldwide, economic globalization is shifting low-skill manufacturing and some service jobs such as call centers to developing countries where labor is cheap and abundant.

As these jobs leave the U.S., downward pressure is created on wages for lower skilled occupations in this country. On the other hand, Minnesota’s highly skilled workforce is well positioned to take advantage of current and emerging opportunities that demand a high level of skill. This gives Minnesota’s economy a sustainable competitive advantage in the global economy but provides hurdles for workers who have not acquired the education and skills that are necessary to succeed in this economy.

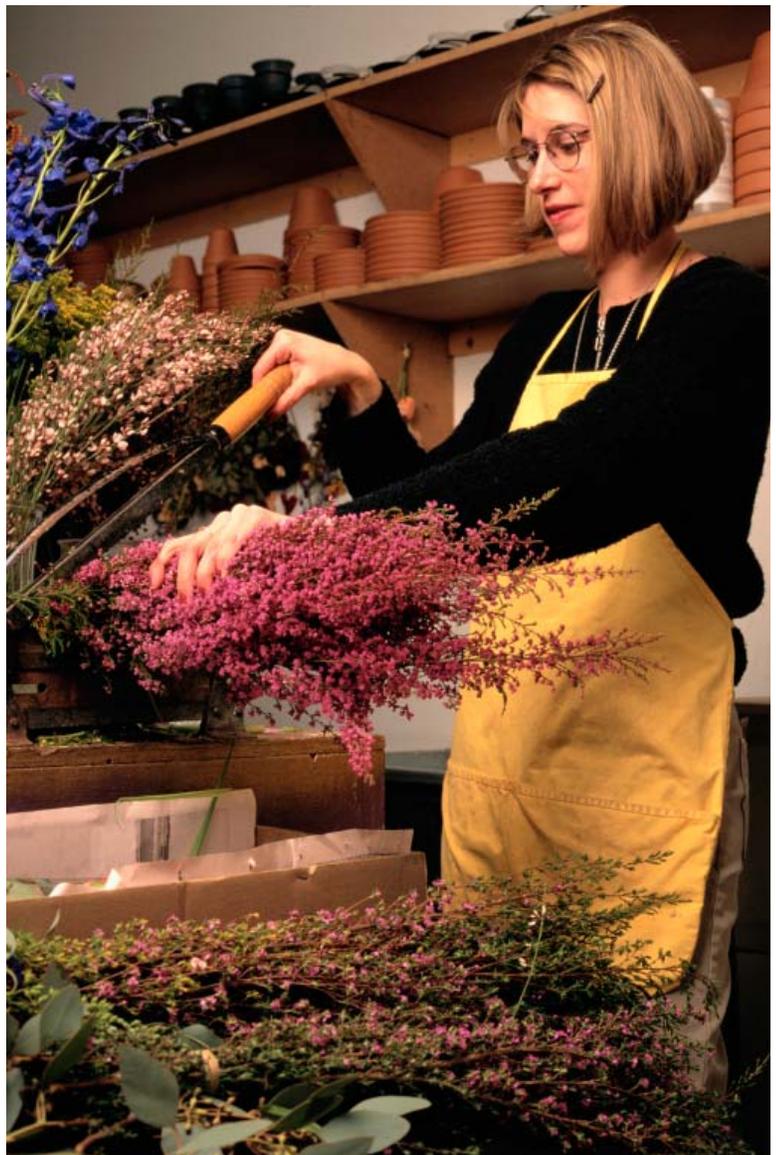
Increasing diversity is apparent in Minnesota's workforce. Nonwhite populations in Minnesota grew dramatically in the 1990s, evident from Census data. In fact, in 1990, 6.3 percent of the total state population identified themselves as non-white or Hispanic or both. In 2000, 11.8 percent of the state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

About 7.2 percent, or 374,198 Minnesotans, lived in poverty in 2003/4 (calculated as a two-year moving average). Low-wage workers fared relatively well in Minnesota compared to elsewhere in the nation. The national poverty rate was 12.6 percent and only one state, New Hampshire, had a lower poverty rate than Minnesota during this period, at 5.6 percent.

Some very low wage Minnesotans benefited from an increase in the minimum wage in August 2005, up one dollar to \$6.15 per hour. The number of people earning \$5.15 an hour or less dropped to 26,000 and the number earning \$6.15 per hour or less dropped to 68,000 by first quarter 2006. These populations include many young people and others without dependents. However, for those who are trying to support dependents on a minimum wage job, Minnesota's minimum wage increase still leaves these families below the poverty threshold. A minimum wage earner working a full-time schedule would earn \$12,792 during a year. The poverty threshold for a family of three is \$16,600 in 2006. The vast majority (82 percent) of Adult Program customers in PY 2005 had incomes below the poverty line.

Program Year 2005 has been the strongest year for Minnesota's labor market since the 2001 recession. Employment grew at 2.9 percent, up from 0.8 percent in Program Year 2004. Layoffs declined over the year and the number of job vacancies increased 9.2 percent over the period. All of this has had less impact on the unemployment rate than might be expected. It held steady between July 2005 and July 2006 at 3.8 percent.

The main clouds on the economic horizon, both in Minnesota and nationally, are rising interest rates, increasing energy prices, and a slowing housing market. These factors could lead to a slowing of job growth. The specter of another recession in the coming year has also been raised by some prominent national economists.



One-Stop WorkForce Centers

Minnesota's one-stop system of WorkForce Centers is evolving as a result of the changing forces affecting the United States economy. The major forces affecting Minnesota's WorkForce Centers are:

- Reduced revenues as a result of federal discretionary spending cuts
- Global competition
- Increase in foreign born non-English speaking immigrants
- Increase in business needs for higher skilled workers

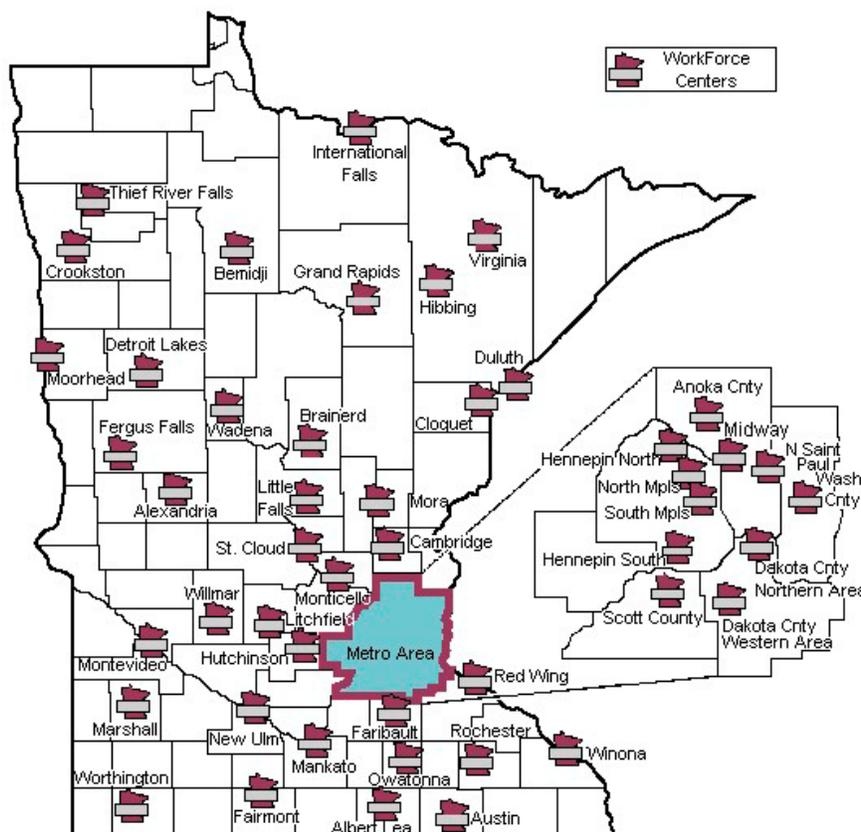
Industry sectors and geographic areas of Minnesota are grappling with current labor shortages. Shortages are likely to accelerate and spread to most geographic labor sheds and industries. Minnesota, which already has one of the highest labor force participation rates in the nation, must seek more creative ways to retain, engage, and prepare future workers. Increasing productivity through process improvement and technology can only go so far. Minnesota must build an adequate supply of skilled workers by engaging all populations.

Minnesota's future workers must include retired workers, people with disabilities, new immigrants, and people from all ethnic backgrounds. To do so, we must invest in the continuous learning of our population and make sure that all government resources are aligned for maximum effectiveness.

Minnesota's WorkForce Centers are downsizing. A recent evaluation of our system for the most recently completed program year (July 2005 through June 2006) revealed that approximately \$9.7 million is spent on the physical infrastructure of our 48 WorkForce Centers to include rent, utilities, data lines, and equipment. These infrastructure costs continue to increase. At the same time, staff-related costs are increasing and absorbing 47 percent of total program cost. Administration is 10 percent and as a result, the money available for client expenditures is 43 percent with only 34 percent of the total allocation going for direct training cost.

If Minnesota continues to rely on our current service delivery system, it will consume an ever-increasing share of total workforce development funds. Minnesota has already functionally aligned most services; hence, little savings can be gained in that area. We must seek more effective and efficient service delivery approaches in the future through technology, new partnerships, and new processes.

Federal regulations, common performance measures, and anticipated WIA reauthorization changes require further integration of workforce development services. Effective service integration requires



us to overcome parochial customer and funding affiliations and base more decisions on how to best serve the full spectrum of business and job seeker customers. If we had a better method for capturing the effect of workforce development services accessed from remote locations, such as businesses, libraries, schools, and homes, we would have a more complete picture of our customers. Individuals that come through the door of a One-Stop WorkForce Center may be a small fraction of who we serve; yet this group of customers drives much of our service, policy, and resource decisions. Service integration requirements and more importantly customer satisfaction will require a more comprehensive approach to providing workforce development services and capturing data needed for reporting, evaluating and improving services.



New Technology and Partnerships to Deliver Services More Efficiently

The WorkForce Center Registration System (WFCRS) was launched statewide as of April 2006, and integrated into self-service computers used by Resource Area customers at all Minnesota WorkForce Centers. The WFCRS collects accurate and timely information on customer volume as well as usage and activity patterns in WorkForce Center Resource Areas. The system also summarizes attendance at public access events such as orientations, seminars, workshops, and other on-site activities.

The new system helps Minnesota better understand who is using the WorkForce Center Resource Areas, frequency of use, and what brings customers into the WorkForce Centers. Managers can create and analyze reports that enhance their ability to staff the Resource Areas appropriately for the numbers and types of customers using the areas. The system also provides a method for publicizing upcoming events at the WorkForce Center, such as workshops, job fairs, training opportunities, and employer recruiting events.

A web-based newsletter, “Positively Minnesota: Partners for Job Growth,” is published quarterly for (and about) the Local Workforce Investment Boards and other essential partners. This newsletter provides a useful forum for the exchange of ideas and an effective venue for clarifying goals and policies (www.mnwfc.org/WIBnews).

Based on the forces described above, Minnesota's key workforce development challenges are:

- Providing better and relevant career information to Minnesota's population by utilizing technology and other media methods.
- Building an adequate supply of skilled workers by engaging all populations.
- Creating better alignment between k-12 education, adult basic education and higher education with the workforce development system.
- Engaging workers to take responsibility for life-long learning.

In light of the above challenges, the Governor's WorkForce Development Council and key stakeholders, including DEED, are in the process of reassessing Minnesota's vision for One-Stop WorkForce Centers and the workforce development system.

Minnesota believes that the following strategies offer the most promise of addressing current system challenges and will position Minnesota to meet the future workforce development needs of business and job seeker customers:

- Create a proactive demand driven service delivery approach aligned with other state and local resources to provide effective services.
- Place our customers – business and workers – at the center of all policy decisions.
- Reassess where staff add the most value to our customers – business and workers.
- Stop doing or automate processes that customers do not perceive as adding value.
- Ensure staff are knowledgeable in workforce issues and possess superb customer relation skills.
- Foster and reward innovation and continuous improvement.
- Collaborate with partners and other state and local agencies to avoid duplication, share costs, and develop better technology solutions.
- Establish lean management and administrative structures at the state and local level so services flow to customers more quickly and efficiently.
- Align regional workforce service area planning with regional economies.
- Identify and replicate best practices.
- Create a shared workforce development vision across state agencies.
- Make bold policy changes to release more resources directly to workers' skill development.

The key initiatives that DEED drove this past year were:

- Changed the definition of a WorkForce Center.
- Required WIBs to name a Site Manager.
- Implemented a customer registration system providing information on core services.
- Began the rebuild of Minnesota's Job Bank.
- Required business plans as a part of WSA annual planning process.
- Increased financial reporting to five categories instead of two.
- Allocated more state office financial resources out to WIBs.
- Delegated greater decision making to local WIBs.
- Merged two workforce divisions into one to streamline management and align by function versus program.
- Established business service measures to complement common measures.
- Began planning industry sector approaches and received planning grants and technical assistance from The Joyce Foundation and the National Governors Association.

For Program Year 2006, DEED plans to pursue the following initiatives:

- Forge emphasis on regional workforce planning.
- Develop sectoral approaches to workforce development.
- Launch a more integrated MIS system.
- Support Governor's Workforce Development Council (GWDC) in streamlining current delivery system so more financial resources are invested in developing the workforce in demand occupations.
- Invest in training workforce system employees and leaders in demand-driven strategies.
- Launch Minnesota's new Job Bank.
- Enhance Labor Market Information and Career Information systems for better access to K-12 system and general public.
- Empower customers to do more self-service and provide appropriate tools for them to take responsibility for their career choices.
- Encourage local WIBs to regionalize their services and reduce expenditures on infrastructure cost.

Business Services

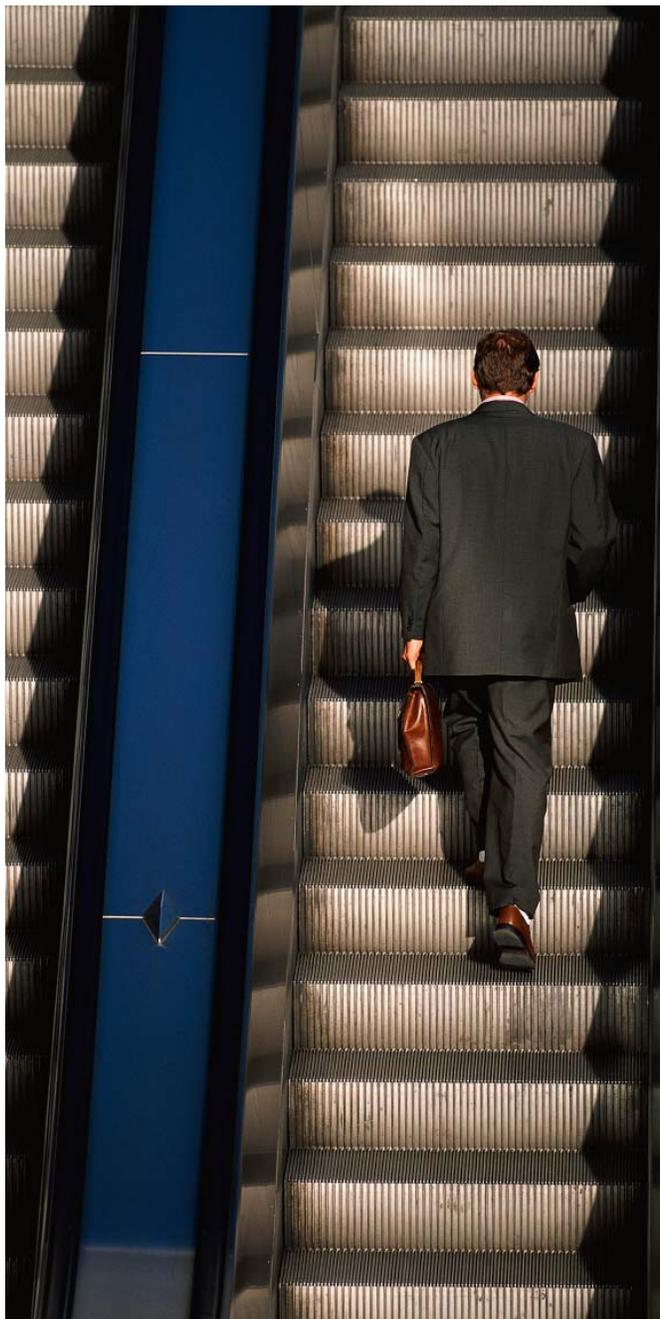
Minnesota is faced with meeting the demands of an ever-increasing globally competitive marketplace. In response to increased global competitiveness, Minnesota is providing comprehensive business services. These services are driven by the demands of business to meet their current and future workforce development needs.

Business Services ensure that individual businesses maximize their use of government services that may increase productivity, limit costs, and increase their overall potential for success. Minnesota is engaged in an aggressive, proactive strategy of visiting individual businesses to determine their workforce needs and then collaborate with local education, economic, and workforce development partners to provide solutions that meet those business needs.

Specific examples of solutions locally provided by DEED Business Services Specialists are:

- Better recruitment strategies to attract quality workers.
- Coordination with Business and Community Development staff on business expansion and retention initiatives.
- Improved retention strategies that allow businesses to retain their quality workers.
- Referrals to training providers who can provide customized training to increase productivity of employees of businesses.
- Specific information regarding issues such as employment law, unemployment insurance, ADA, and other human resources issues.
- Access to important Labor Market Information that will allow the company to make better decisions regarding their future workforce needs.

Minnesota is also working with groups in the targeted industries of manufacturing, financial services, transportation, and healthcare to address the chronic and systemic immediate and long term needs of businesses in these industries. Minnesota has positioned Industry Specialists who work cooperatively with industry groups and associations to address specific workforce needs. In an innovative partnership, the Manufacturing Industry Specialist is an employee of the Minnesota Precision Manufacturing Association who partnered with DEED to jointly concentrate on the critical needs of the manufacturing industry. In addition to future industry workforce needs, Industry Specialists are working with the secondary and post secondary educational systems to create pipelines of future workers who will have the skills to meet the needs of the industry.



DEED Business Services meets the demands of individual businesses and industries by connecting businesses to the important government resources they need to remain competitive. Future plans for Business Services include establishing Business Services University which will increase the capacity of field staff to provide solutions to the complex issues faced by today's businesses.

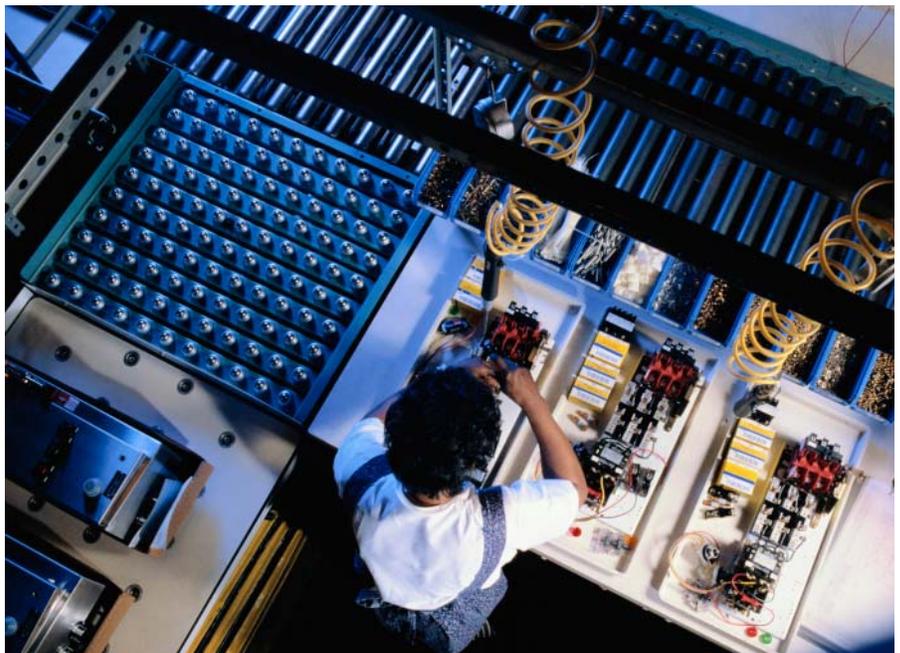
Strategic Focus on Industries and Occupations

The Governor's Workforce Development Council's (GWDC) Investment Advisory recommended that Minnesota build on its economic strengths in its workforce development strategy by targeting resources to specific industries and occupations. Minnesota identified specific economic sectors facing workforce and economic development challenges and adopted an industry/occupational sector-specific approach to focus resources from multiple state agencies and organizations to address specific skills gaps. This demand driven approach gave regional leaders the opportunity to identify regional priority sectors and to focus resources on sectors that may be of importance to specific regions, but have yet to emerge as statewide priorities. An outstanding example of using this approach has already been implemented by the Southeast Minnesota Local Workforce Investment Board (LWIB) in its report *Southeast Minnesota: Preparing to Compete in the Age of Innovation*. This report is available online at www.deed.state.mn.us/youth/lmi/REEDfull.pdf.

In the Program Year 2005, WIA planning guidance distributed to LWIBs, DEED asked each LWIB to identify the high-demand, high-wage industries and occupations that were critical to local and regional economic vitality. DEED encouraged local areas to direct their Workforce Investment Act Title IB training resources to focus on these specific occupations and industries. Once each LWIB identified specific local industries, DEED's Business Services Specialists have helped to identify, research, and prioritize solutions meeting the needs of businesses in those specific industries.

Initiatives by the GWDC and DEED during PY 2005 complemented local efforts to focus on specific industries and occupations within sectors of Minnesota's economy, including:

- A grant from the Joyce Foundation to the GWDC focusing on sectoral work in various areas of the state.
- Participation in a Policy Academy sponsored by the National Governor's Association, emphasizing the need to identify and implement policies that focus resources into shortage occupations as identified by local and state business leaders.
- A pilot project funded by the National Center for Education and the Economy that has brought together three WSAs in Minnesota to coordinate regional planning efforts around specific industry sectors.



Cost-Effectiveness Analysis

MINNESOTA: Program Year 2005

WIA PROGRAM	TOTAL FEDERAL SPENDING*	NUMBER OF PARTICIPANTS	AVERAGE COST PER PARTICIPANT	NUMBER OF EXITERS	AVERAGE COST PER EXITER	NUMBER OF PLACEMENTS	AVERAGE COST PER PLACEMENT
Adult	\$8,176,946	2,732	\$2,993	1,398	\$5,849	957	\$8,544
Dislocated Worker	\$7,658,241	4,054	\$1,889	2,320	\$3,301	1,514	\$5,058
Youth	\$9,263,234	4,494	\$2,061	1,636	\$5,662	974**	\$9,511

*excludes administration; adult program is a primary support of the WorkForce Center System

**includes for younger youth (14-18), placement in education

Adult Program

Introduction

The Program Year 2005 WIA Title IB Adult Program continues to be the “backbone” of the Minnesota WorkForce Center system. It has continued to support services provided to the job seeker and business customer alike through the system. Among the innovations that Minnesota has continued to build on are the six Regional Administrators and the Business Services initiative. The Regional Administrators organize employment and training resources within the local areas to maximize program effectiveness and efficiency. The Business Service Specialists make the WorkForce Centers a place that can meet business hiring needs. The Adult Program continues to operate under common unit management with the Dislocated Worker and Trade Adjustment Assistance (TAA) programs, to improve coordination of policy and similar state-level activities.

WIA Adult Performance Measure	PY 2005 Goal	PY 2005 Outcome
Entered Employment Rate	86.0%	87.5%
Employment Retention Rate	84.0%	83.4%
Earnings Change in Six Months	\$4,900	\$5,598
Employment and Credential Rate	71.0%	65.6%

Program Purpose

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

Services Provided

The Adult Program provides the following types of services:

- Job openings (Minnesota’s Job Bank)
- Classroom training
- On-the-job training
- Vocational and personal counseling
- Labor Market Information
- Assessment tools
- Supportive services
- Resource Rooms and equipment

When an individual needs supportive services to complete the Adult program, and if re-

Success Story: Phillip

When Phillip began working with the WIA Adult Program he was dealing with a number of legal issues that affected his ability to obtain employment. He came in with a positive attitude and a willingness to take responsibility for his past actions. He took positive steps forward and began searching for employment, deciding that training would be necessary and counting on support from his family to help him stay financially afloat. His goal was to become a Sheet Metal Apprentice. He took the necessary steps to secure training and the WIA Adult Program staff assisted with financial aid, books and bus fare.

A benefit of participating in the WIA Adult Program is counseling staff can provide the court with a report outlining participation with the program, future goals and opportunity for increased wages. In Phillip’s situation, child support responsibilities were addressed and he took the necessary steps to obtain his driver’s license and attend a chemical assessment, attending class and making payment of fines.

Due to prior convictions, Phillip met with an extra panel of interviewers and then began as an apprentice one day after graduation. He moved forward into a full-time position paying \$19.62 per hour, putting him in a good position to fulfill his child support obligations. He is nearing the third month of employment.

sources are available, local service providers may offer one or more of the following:

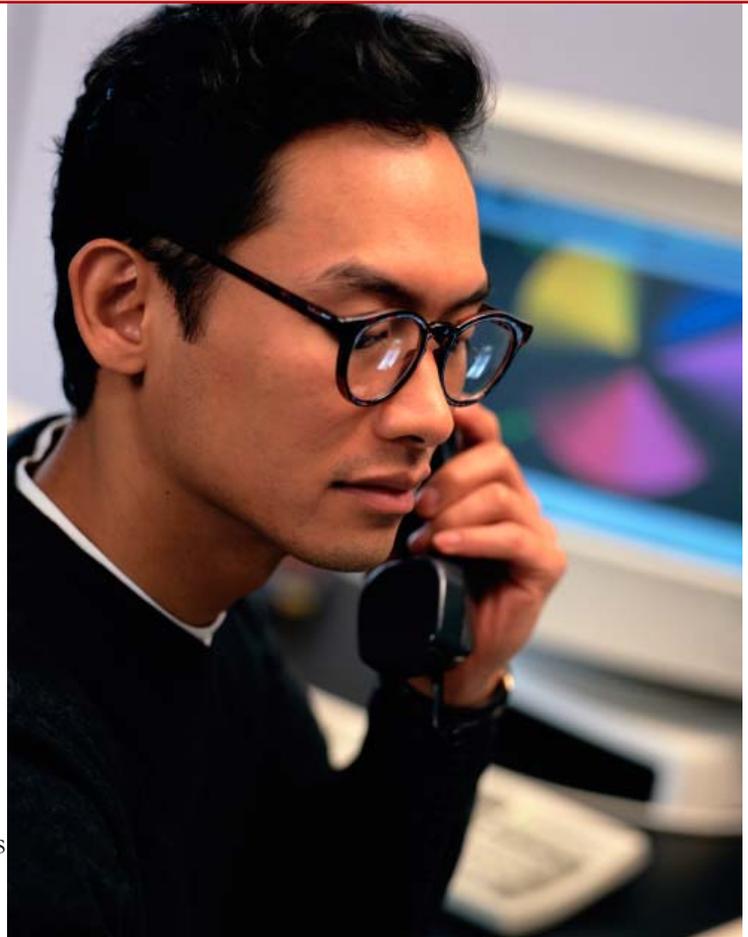
- Transportation
- Family care
- Healthcare
- Housing or rental assistance
- Emergency health insurance
- Emergency financial assistance
- Tools and clothing
- Counseling: personal, financial, and legal
- Needs-based payments

Customers

During PY 2005, the WIA Title IB Adult program served 2,731 program registered individuals statewide. (In PY 2004, the program served 2,565 individuals.) This number does not include the hundreds of thousands of individuals who came to WorkForce Centers for universal Core services. For example, in PY 2005, there were approximately 7,000 daily hits on Minnesota’s Job Bank. For Program Year 2006, Minnesota will be using a Customer Registration System that will more precisely measure the number of individuals who come to the WorkForce Centers for Core services.

A number of the local Workforce Service Areas (WSAs) used priority of service in the WIA Title IB Adult program, ensuring that individuals who needed the most assistance received it. Most of the customers (71 percent)(in PY 2004 - 73 percent) were not employed at the time of initial service. A portion (33 percent) were single parents (in PY 2004 - 33 percent); 594 (22 percent) were receiving some form of public assistance (in PY 2004 - 24 percent); and a significant number (7 percent) had disabilities which represented a barrier to self-sufficiency (in PY 2004 - 7 percent). Seven percent were receiving unemployment insurance benefits at the time of initial service (in PY 2004 - 8 percent).

The data indicate that many customers entered the program with limited attachment to the workforce, indicating a need for intensive services with a work readiness focus. The continued influx of individuals with limited English language proficiency indicates a need to en-



Success Story: Dave

A former assistant diesel mechanic, “Dave” had recently undergone back surgery to address a degenerative disc disease. His condition had ultimately led to him losing his mechanic’s job and enrolling in the WIA Adult Training Program.

After exploring alternative careers and studying labor market information, Dave enrolled in an Architectural Construction Technician program. This course of study matched his interests and also took into account his physical limitations. Funds from the WIA Adult Training Program were able to help him with the cost of tuition and books.

He graduated in May 2006 with a 3.5 grade point average and found full-time employment as a CAD Draftsman at a starting wage that was 20 percent higher than what he had previously earned. Dave also has full benefits and good advancement opportunities ahead of him.

hance linkages to English as a second language and Adult Basic Education programs.

The average wage of adults entering the program was \$9.73 per hour (in PY 2004 - \$9.42 per hour), while the average wage upon exiting was \$11.29 (in PY 2004 - \$10.98 per hour). Additional adult performance outcomes are detailed in the Minnesota outcome performance tables at the end of this report.

Service Providers

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

Strategies for Improvement

1. Administrative consolidation and coordination. As noted in the introduction to this section, administration of the Adult program has continued to be consolidated at the state level with Dislocated Worker, TAA and Wagner-Peyser programs. This has allowed better coordination of policy, and has increased efficiencies in communication and coordination with local partnerships. Priorities are placed on a demand-driven system, regional planning and sectoral initiatives. Training for local Workforce Investment Boards (LWIBs) has focused on creating a demand-driven system and strengthening relationships with economic development activities.
2. Management information systems. Minnesota's new management information system, Workforce One, became fully operational during PY 2004. Significant training and database improvement activity continued to take place during this year, and the system has met virtually all operational needs. In the coming years, Minnesota expects further refinement of Workforce One to improve data entry, information accuracy, and ease of reports. Additionally, the Customer Registration System will allow the system to more accurately measure the use of the Workforce Center by the public.

Minnesota is also enhancing its data analysis efforts by using the "Performance Matters" system from FutureWorks. This system will allow state and local staff to evaluate state and local performance on an ongoing basis.

3. Doing more with less. State and local partners have had to innovate to keep basic services available to as many customers as possible, given limited resources. For example, Minnesota's local partners have



made extensive use of labor market information to develop regional economic profiles that, in many instances, work across local WSA boundaries. This allows for more effective and efficient job search strategies with better forecasts for jobs with significant short- and long-term potential.

4. **Separate monitoring team.** In order to provide more efficient oversight for all WIA-related programs, Minnesota continues to use a consolidated monitoring team in a stand-alone unit. Staff in the unit becomes familiar with all aspects of WIA programs, while maintaining specialized knowledge in one or two. This allows for more effective monitoring trips, with staff more able to share expertise and cover gaps when analyzing local partner performance.
5. **Technical assistance.** State staff conduct special sessions with local partner staff, to ensure common understanding of how performance will be measured. In addition, state staff disseminate best practice information to all members of the employment and training community. Regularly scheduled “roundtables” provide opportunities for state-local interaction; this coming year will see these roundtables geared more specifically toward peer learning opportunities.



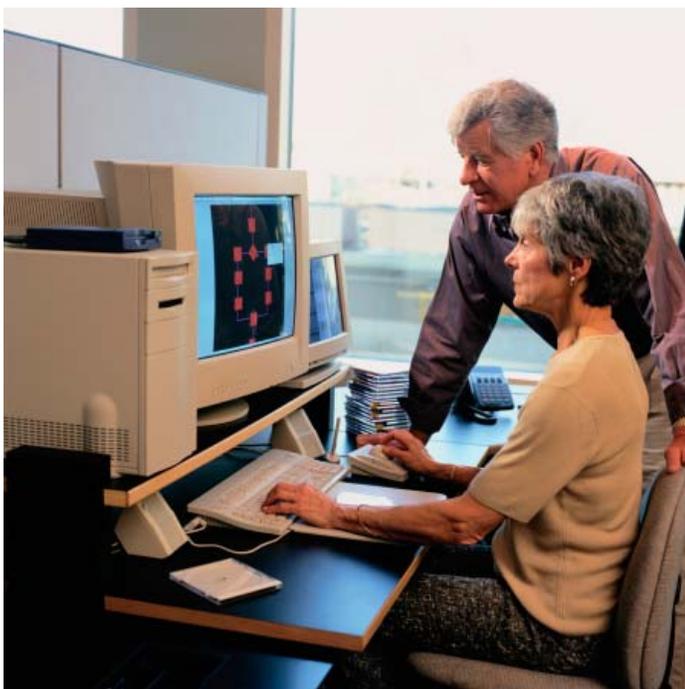
Dislocated Worker Program

Introduction

The Dislocated Worker program is crucial to maintaining the flexible workforce required to compete in today's global economy. When changing markets contribute to layoffs, many workers can be left without viable re-employment options. Shifts in consumer preferences, mergers, foreign competition, and increased energy costs are just some of the reasons a business may need to lay workers off. The training, career counseling, and job search services provided by the Dislocated Worker program are essential to lessening the negative economic impacts of unemployment.

Over 4,000 workers were served in the WIA Title IB Dislocated Worker program in Program Year 2005. With the integration of the federal and substantial state Dislocated Worker programs, the Trade Adjustment Assistance (TAA) program, and the WIA Title 1B Adult and Wagner-Peyser activity, Minnesota continues to be a pioneer for timely and seamless customer service.

Even though Minnesota saw economic growth over the year, several noteworthy layoffs have underscored the importance of having an effective Dislocated Worker program. Hundreds were left without jobs after Northwest Airlines declared bankruptcy in September. Growth in transportation and warehousing—where airlines are classified—slowed rapidly in the second half of PY 2005. The rising cost of oil has continued to squeeze businesses, especially those in transportation. In April, Ford announced that it would close its St. Paul plant, leaving nearly 1,900 workers without jobs by 2008.



Success Story: Terry & Debbie

Terry and Debbie worked as aircraft mechanics for Northwest Airlines (NWA) when they were both laid off in July 2005. After meeting at NWA fifteen years ago, they built a life together that included a hobby farm in Wisconsin. In spite of having to experience the devastation of losing both incomes, Terry and Debbie remained a team as they navigated life after NWA together. Because they dreamed of building an organic farming business, they had been setting aside money for a couple of years. After attending a career assessment and job search workshop at the Washington County Workforce Center, they both enrolled in short-term training.

Six months after enrolling in the Dislocated Worker program, Terry returned to work at a semiconductor producer while Debbie is finishing up some accounting and medical transcription coursework. She hopes to start a home-based business. In February, the bank approved a loan that allowed Terry and Debbie to realize their dream of organic farming.

They currently have agreements with several area natural foods markets to sell their organic produce. Debbie had this to say about her experience: “We are very pleased with the [Dislocated Worker] program. It has helped us significantly, both financially and emotionally. It helped us get focused on life after NWA. We have made a lot of friends in the WorkForce Center also.”

Manufacturing has continued to grow at a slower rate than other industries. According to Current Employment Statistics (CES), manufacturing grew 0.7 percent over the year in July compared with a 2.9 percent growth for all industries during the same period¹. Many of Minnesota's Dislocated Worker program customers come from manufacturing. As certain manufacturing occupations are downsized, Minnesota's workforce has had to retrain into growth industries like healthcare. The Dislocated Worker program has been pivotal in sustaining Minnesota's robust, innovative economy.

Customers

Learning of an impending layoff can send a worker into a tailspin. With no current and uncertain future income, workers can feel hopeless and devalued. The Dislocated Worker program exists to help these workers find employment that will restore their solvency and self-confidence.

By definition, the Dislocated Worker program serves individuals who have or will be separated from their employment permanently. To be eligible to participate in the Dislocated Worker program, a customer must first be eligible for Unemployment Insurance. Special enrollment priority is given to workers unlikely to return to their former occupation or industry due to changes in the job market. Self-employed workers, farmers, and homemakers can also be dislocated workers. Some workers may also be entitled to additional benefits under Trade Readjustment Assistance (TRA) and/or other assistance under the Trade Adjustment Assistance Act which serves workers whose jobs have been lost to foreign competition.

There were 4,054 dislocated workers served in Minnesota under the WIA Title IB Dislocated Worker Program in Program Year 2005. This represents an increase of two percent, or 70 workers compared to Program Year 2004. Continued layoffs in manufacturing contributed to a rise in number of customers served in Program Year 2005. Of these customers served, about 55 percent of them were female and over 50 percent were between the ages of 40 and 54. Roughly eight percent of Dislocated Worker customers are black and about six percent are Asian. Approximately \$7.4 million was spent by the state and local partners to serve these workers.

Reported dislocation events for Program Year 2005 were down slightly from the previous year (124 compared to 159 for Program Year 2004). Over 7,900 workers were affected in these 124 events. There were 53 layoff events affecting 3,404 workers in manufacturing which accounted for 43 percent of all dislocation events. Manufacturing was responsible for the same percentage of layoffs in Program Year 2004. In addition to manufacturing, the retail trade, finance and insurance, health-care (in nursing care facilities), services (excluding government), and wholesale trade industries had the highest number of reported workers affected by a layoff in Program Year 2005. Not every worker affected by



¹CES data is revised each month when new data are released. These unrevised CES numbers were the most current numbers available at the time the report was written.

The Dislocated Worker Program—Serving Our Customers

Core Services:

- WIA eligibility determination
- One-Stop services orientation
- Basic skills assessments
- Workshops for job-seeking skills
- Self-service tools (e.g. Minnesota Job Bank)
- Job search and placement assistance
- Career counseling
- Review of economic data relating to chosen field



Intensive Services:

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



Training Services:

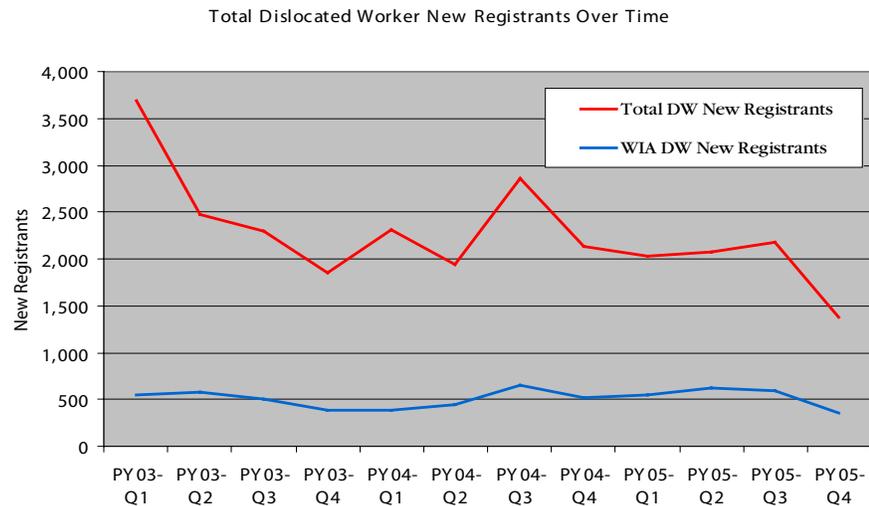
- Occupational skills training
- On-the-job training
- Entrepreneurial training
- Adult education and literacy
- Job readiness training
- Customized training

Support Services:

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

a layoff becomes a customer of the Dislocated Worker program. Moreover, major layoffs like those of Northwest Airlines are not included in this analysis because they did not originate in PY 2005.

The graph on the right shows the trend of new Dislocated Worker registrants over time. The more constant line represents those workers served by WIA funding. Additional state funding makes it possible to serve the fluctuating number of workers added into the total line at the top.



Services and Providers

Program services for Minnesota dislocated workers are delivered by a network of 16 WSAs and ten other certified service providers. Compliant with the Workforce Investment Act, in 1998 Minnesota established 16 Workforce Service Areas that serve as local partners. A local workforce investment board governs each area’s priorities and operations.

The independent service providers are:

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

The typical Dislocated Worker customer needs career counseling and some type of training to facilitate their return to the workforce. However, not every Dislocated Worker receives training. Because each customer’s needs are unique, a variety of customized services are available to meet specific backgrounds and

Success Story: Lucy

Before Lucy entered the Dislocated Worker program, she had a sketchy employment history. She graduated from high school and got married shortly after. When her marriage ended, she found herself raising two young children alone.

Getting only sporadic child support payments, Lucy struggled to support her children with a series of jobs as an office assistant, temporary assembler, seasonal laborer cutting weeds and picking up litter, and cook for a donut shop. When she was let go from her last job, her employer fought her application for Unemployment Insurance (UI) and stopped her benefits.

After hearing about the Dislocated Worker Program and the Employment Action Center from a friend, she met with a counselor and learned that she could appeal the UI decision. She was successful in her appeal and with the help of her counselor she recalled a work experience driving small delivery trucks. With a combination of funds from the Dislocated Worker Program and loans from the school, she enrolled in truck driver training to get her CDL license. Lucy excelled in the program and completed it in just over three weeks. She even got an offer from a trucking company before graduation. With decent wages and benefits as a small truck driver, Lucy is now able to support her children and save money for their future.

goals. Service providers offer flexible core, intensive, training, and support services with federal and state program funds (see diagram for a broad description of these services). Federal Early Readjustment Assistance Grants (ERAGs) may provide immediate funding to serve dislocated workers between the announcement of a layoff and the full grant award.

Mass Layoffs

Layoffs affect not only businesses and workers, but also their communities. This effect is even more profound for mass layoffs (50 or more workers within a 30-day period). When a business closes or reduces its workforce, communities, schools, local government and other businesses feel the impact. The dramatically reduced buying power of an unemployed worker can affect retail sales, the housing market, and more. It is commonly held that every new (or vanished) dollar has a threefold affect on the economy.

Getting workers back to work through job search assistance and retraining is essential to avoid or lessen permanent consequences to layoffs. Rapid Response activities are crucial to the timeliness of such services.

Minnesota's Rapid Response team functions as the first responders when news of layoffs is received. Their response ensures a quick start to essential services. They may find out about upcoming layoffs from a number of sources: the employer, workers who have been or will be laid off, suppliers to the business, local government officials, local Rapid Response officials, and/or the media. The Worker Adjustment Retraining Notification Act (WARN) requires that employers notify the government in the event of a mass layoff. Many employers will notify the State even if their layoff includes less than 50 people.

Upon notification, the Rapid Response team meets with the employer to discuss the size, scope, and timing of layoffs. As Minnesota improves its broader Business Services, Rapid Response also looks for opportunities where layoff aversion may be possible. If layoffs move forward, the Rapid Response team informs all relevant stakeholders and sets up orientation meetings with workers in which they provide information about Unemployment Insurance benefits and the benefits offered by the Dislocated Worker program.

An employer and labor liaison assist the State employees on the Rapid Response team. Often, these liaisons hear about events the State would otherwise not hear about, or achieve program participation levels the program would otherwise not achieve without their relationships and experience.

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

- Timeliness in all orientations and other Rapid Response activities.
- Convenience and flexibility for the worker, in scheduling orientations at the worksite whenever possible.

Success Story: Lamarr

A move from Chicago to Minnesota left Lamarr, a former international media consultant and professor of communications, with few job options.

Unable to find a job in his field, Lamarr worked a series of jobs with menial pay. Lamarr received training through the Dislocated Worker Program which made him a competitive candidate when his own case manager suggested that he apply for her job when she retired.

As a Dislocated Worker counselor, Lamarr was able to use his experience with unemployment to help others. Lamarr had this to say about his experience as a Dislocated Worker program customer: "The Dislocated Worker program was a ray of light through an extremely dark period. [My case manager] helped to build my confidence and gave me hope that things would get better...I vowed to serve with the same kind of heartfelt understanding and consideration that I had received from the program."

- Company-specific and worker-centered services, in establishing a quick but thorough Employee-Management Committee process for helping select the right service provider.
- Coordination and leveraging of resources, in integrating Trade Adjustment Assistance (TAA) activities as well as seeking employer contributions to training when possible.
- Consistent and accurate information, in generating web-based material (including multilingual digital video) to supplement printed orientation material for workers and businesses.

Dislocated Worker Performance Measure	PY 2005 Goal	PY 2005 Outcome
Entered Employment Rate	86.0%	87.1%
Six Month Retention Rate	89.0%	88.4%
Average Earnings	-\$3,000	-\$1,876
Credential Rate	68.0%	71.3%

Measures of Success

For the 4,054 workers served by the WIA Dislocated Worker Program in PY 2005, the performance outcomes, compared to the standards negotiated with the U.S. Department of Labor, are on the right:

Businesses and workers continue to report a high level of satisfaction with the Minnesota Workforce Center system, which is where most Dislocated Worker customers receive their services. For the period November 2005 to March 2006, Minnesota employers reported a Customer Satisfaction Index of 74.9 with all Workforce Center programs. MnCSI, the Minnesota Customer Satisfaction Index, is the average response to three DOL-mandated questions on customer satisfaction. The MnCSI is modeled on the ASCI (American Customer Satisfaction Index), a measure of customer satisfaction widely used in the private sector.

Minnesota Workforce Center WIA Adult and Dislocated Worker customers reported an even higher level of satisfaction of 72.5 during April 2005 to March 2006—up from 67.6 in the second quarter 2005. Over 90 percent of WIA Adult and Dislocated Worker customers felt staff understood their needs, compared to 88 percent for Workforce Center programs overall. An impressive 93 percent of surveyed WIA Adult and Dislocated Worker customers felt staff responded in a reasonable amount of time.

Perhaps more meaningful than survey data, is the impact the Dislocated Worker program has on people’s lives. The success stories found throughout this section came from Dislocated Worker counselors who serve our customers every day.

Strategies for Improvement

The Minnesota Dislocated Worker program set improvement goals to be addressed during Program Year 2005. The program recorded the following major achievements:

1. Simplification of Policy. State officials worked with their local partners and other service providers to overhaul the full Dislocated Worker state policy code. Most changes were simply a formalization



of current practice, which had evolved over the years. The largest changes happened in the Rapid Response and Competitive Process portions of policy. In these sections, Minnesota created a more open and explicit process for the selection of service providers for a given mass layoff.

2. **Integration.** Minnesota continues to be a national pioneer for the integration of Dislocated Worker and Trade Adjustment Assistance (TAA). During Program Years 2004 and 2005, the TAA and Dislocated Worker programs were merged into a single unit. Information sharing between the programs has been particularly effective in ensuring more helpful, efficient customer service from Rapid Response, a source of critical initial layoff assistance information. Minnesota is one of the few states that achieve 100 percent co-enrollment of individuals eligible for TAA into the Dislocated Worker Program.
3. **Collaboration.** In a strong collaborative effort, state and local partners worked together to develop a new allocation method for Dislocated Worker funding. The formula went through more than a dozen versions to achieve a compromise agreement with all of the local areas. The final agreement replaced a formula based on obsolete and/or irrelevant factors and instead assigns funding primarily on the basis of Unemployment Insurance (UI) claimants permanently separated from their jobs in a given area. As a result funding will now get to the places it is most needed, allowing for better customer service.

In Program Year 2006, the Dislocated Worker/TAA program will focus on the following objectives:

1. **Incumbent Worker Training.** In order to maintain a competitive workforce and to lessen the likelihood of layoff, Minnesota is also focusing on training employed workers. Through incumbent worker training, workers will be given an opportunity to sharpen and expand their skills in key regionally identified industries. The State has reserved \$690,000 in PY 2005 Rapid Response funds, as well as \$310,000 in WIA Adult funds, to kick-start initiatives around the state.
2. **Demand-Driven Focus.** To facilitate re-employment, program counselors will direct Dislocated Worker customers to career services and training for occupations currently in demand. Previous program plans have identified occupations in demand. However, the training programs that lead to these occupations were not being systematically identified. This new methodology will identify those programs, with concern for their availability and compliance with program restrictions, to direct customers to desirable occupations.
3. **Efficiency with Lean Management.** State Dislocated Worker and Trade Adjustment Assistance staff underwent Lean Enterprise training in spring 2006. Through value stream mapping, these staff identified unnecessary steps in the Rapid Response process that delay service to our customers. Six projects focusing on each distinct phase in the initial mass layoff activities will be completed by October 2006.
4. **Coordination with Industry Specialists.** Recently hired Business Service Specialists, who work in the same agency as the Dislocated Worker program, will continue to work directly with employers to ensure they have access to the programs and services that can help them avoid layoffs. The agency is working to coordinate communication and action between these Specialists and the Rapid Response team so that services to business customer are seamless, whether a layoff is imminent or not.



Youth Programs

Minnesota's successful implementation of youth programs funded under WIA relies on the availability of coordinated services for economically disadvantaged and at-risk youth. The Workforce Investment Boards (LWIBs) and Youth Councils ensure collaboration across agencies responsible for workforce development, education, social services, community corrections, health, Rehabilitation Services and State Services for the Blind, Job Corps and the business community. Collaborative efforts lead to shared outcomes for all youth-serving partners.

Minnesota's youth workforce system is the intermediary responsible for reconnecting out-of-school youth to educational opportunities. 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 high growth/in-demand occupations, education and/or training.

Different populations of youth have different needs. Language and cultural issues are a factor in designing and providing quality services. Local Youth Councils provide leadership by serving as a catalyst to connect youth with quality secondary and postsecondary educational opportunities and prepare youth to participate in a new, knowledge-based economy.

Program Purpose

Youth service providers work closely with parents, schools, social services and other partners to meet the varied needs of youth, including those aging out of foster care, youth with disabilities, children of incarcerated parents, dropouts and potential dropouts, migrant youth, Native American and homeless youth. There is a strong service learning component embedded in all of the youth activities. Youth are engaged in planning community development projects and youth (and parents) are active in local Youth Councils.

	PY 2005	PY 2005
Youth Performance Measure	Goal	Outcome
Younger Youth Skill Attainment	88.0%	90.3%
Younger Youth Diploma/ Equivalent Attainment	72.0%	75.9%
Younger Youth Placement & Retention	73.0%	69.4%
Older Youth Placement	71.0%	82.1%
Older Youth Retention	82.0%	87.9%
Older Youth Wage Gain	\$3,400	\$4,566
Older Youth Credential	52.0%	60.5%

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

- Focus on the neediest youth
- Coordination and leveraging of resources at the state and local level
- Connecting youth with quality educational opportunities and high-growth employment
- Meeting the demands of business, especially in high-growth areas
- Performance accountability and a commitment to improving the quality of services

Local service providers design an Individual Service Strategy (ISS) based on each youth's objective assessment. Strong relationships between the partner agencies in the local WorkForce Center system provides ease of access and referral between programs. DEED's Office of Youth Development emphasizes local flexibility in designing the mix of youth services. DEED's network of Business Services Specialists (BSS) serve as liaisons between the business community and the workforce development system, helping to identify the needs of local employers.

WSAs make the following ten required youth program elements available:

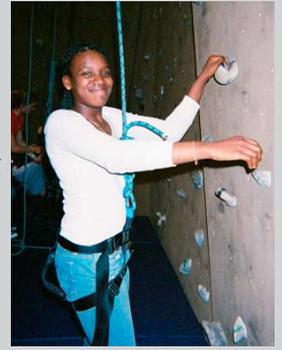
- Paid and unpaid work experiences, internships
- Adult mentoring
- Leadership development
- Occupational skills training
- Alternative secondary school services
- Comprehensive guidance and counseling
- Support services
- Tutoring, study skills training/dropout prevention strategies
- Follow-up services

Long-term benefits of participation in youth employment programs include:

- Engages 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.
- Participants have an awareness of skills and competencies needed to satisfy employer requirements. LWIBs/Youth Councils use labor market information to assess employment opportunities in high growth industries.
- Participants (current and former) are highly positive about their program experiences. They remark on the high quality of staff 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. The youth and the community benefit from the work performed under WIA.
- Connects disadvantaged youth to other community resources and provides community service and leadership opportunities that would otherwise not be available.

Success Story: Tresha

Tresha Walker-Venzant is a single mother with a young daughter. She has taken charge of her life and decided that nothing is going to hold her back. One of her goals is to break down the stereotypes that people may have of “teen mothers.” Tresha completed an independent living course and came through as a leader and a mentor for the other youth involved in the program. She came to every session with a smile on her face. Youth receive school credit for being a part of this program, but Tresha was just doing it for the leadership experience.



Tresha is working and supporting herself and her daughter. She recently graduated from Tower View Alternative School and shortly after got her own apartment. She has been accepted to Minnesota State College – Southeast Technical and will start classes in winter, 2007.

Tresha has a great sense of humor and is very passionate about helping other people. She hopes to complete her degree in sociology and go on to help others.

Customers

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

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

Service Providers

Minnesota's local Workforce Investment Boards (LWIBs) provide services through a network of public and private nonprofit youth service providers and WorkForce Centers. 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.

Strategies for Improvement

1. Minnesota co-sponsored along with Iowa and Wisconsin a Tri-State Peer-to-Peer Youth Forum providing youth practitioners from three states opportunities for sharing best practices. Eight local Youth Council members were recognized for outstanding contributions to the development of quality youth programs. Handouts from the Peer to Peer Youth Forum are available at www.deed.state.mn.us/youth/.
2. Web-based Regional Labor Market Profiles are available and updated twice per year by DEED's Labor Market Information staff. The profiles assist in the assessment of employer needs and high growth industries. Regional labor market profiles help WSAs/ LWIBs to identify short-and long-term skills and competencies needed by youth to satisfy employer requirements in each region. See www.deed.state.mn.us/youth/.

Success Story: Amanda



I began by dropping out of school when I was in the 11th grade, then in December I had my first son. Even though I was a single parent, I was trying to make the best life for us. I knew for a long time that I wanted to be a nursing assistant but I didn't know how to go about it. I found out from a friend that here was a Healthcare Academy class at the Workforce Development Center to help me to accomplish my goal. My counselor and my family helped me to stay on track and not to give up, I could not have done it without their help. Especially my mother who helped me take care of my son.

My life has changed so much. It has made me really believe that I can do anything as long as I don't give up and set my mind to do it. The Healthcare Careers class helped me to be prepared for the interview, and to have a good cover letter, application and resume so that I could get the job at the end of the class.

I would like to tell others that "the Workforce Center is there for you! Don't be afraid to ask questions or to let them help you. My best advice is to believe in yourself, don't be afraid of what you can do, just take a risk and see where it will put you like I did." Now I am a Certified Nursing Assistant (CNA) and I am very happy at it. I know that I have the confidence and self-esteem to go on and fulfill my dreams. Don't give up, just try your best, and trust me, it will work out in the end."

3. DEED is piloting the Outreach to Schools project: post-secondary students in counseling (or related fields) are trained as “Career Guides” and placed in public high schools to bring career exploration and planning to thousands of youth each year. Career Guides provide youth with information about in-demand occupations and the training required to enter high-growth jobs. Over 100,000 youth benefit from this service each year.
4. DEED is a partner in several major interagency initiatives: 1) the National Governor’s Association Policy Academy to improve outcomes for young adults after they leave the foster care system; 2) Dropout Prevention, Retention and Graduation Initiative to reduce dropout rates and improve graduation rates among at risk students; 3) Project C3: Connecting Youth With Communities and Careers, to improve the transition outcomes of youth with disabilities; and 4) the Minnesota Interagency Task Force on Homelessness, with a focus on youth homelessness. The partners are working to create statewide change to improve the ability to serve youth most in need.
5. Project C3 MN is an online resource designed to connect youth, families, professionals, and employers to services in their communities based on need, interest and location (www.c3online.org). This website provides a new resource mapping tool which addresses the need for information on resources and services across programs and agencies.
6. DEED’s network of Business Services Specialists serve as liaisons between the business community and the workforce development system. The BSS network will help connect youth with employment opportunities in high growth industries.
7. Some WSAs are developing training and career academies to address the skill needs of youth seeking to pursue careers in high growth industries such as healthcare, manufacturing, technology, hospitality, automotive services, construction and more.
8. See www.deed.state.mn.us/youth/ for the Minnesota Youth Council Resource Guide. Many WSAs completed the PEPNet Self-Assessment as part of the Youth Council strategic planning process. Youth Council websites are available in some areas, see for example: www.mnwfc.org/dakota/wib/youthcouncil.

Success Story: Kou



My name is Kou Xiong and I am a senior at South High School.

When I began high school, I was a shy and introverted person. I hardly spoke or raised my hand during class. At the end of the first year I decided I wanted a job, so I went through the METP program and got my first job at MIGIZI Communications. I was a Tech Intern, earning \$5.15 per hour. I learned computer skills, teamwork skills, communication skills and leadership skills. I got a clear and better view of having a job.

I worked at YouthCARE/Camp Sunrise through METP. I was a Junior Counselor and I learned how to work with other teenagers and adults and I served as a role model for the campers. It was a really good worksite for me because of the cultural diversity which helped me understand more about others and about me. What I learned at Camp Sunrise was applied to my school work and school activities. I joined new clubs, tried new sports, tutored English Language Learner (ELL) students, volunteered at school, and volunteered for community projects. All that I learned will be something that I will continue to use when I go to college.

9. Local WorkForce Centers have developed Youth Zones and youth-focused websites to engage youth and ensure that youth from all backgrounds can access a variety of services and activities. Effective use of the internet is one strategy used in Minnesota to better connect youth, parents and professionals with information and services. See, for example, www.mnwfc.org/dakota.
10. WSAs offer Lifeskills Transition Workshops for alternative high school students and Independent Living Skills Focus Groups for youth aging out of the foster care system, for young offenders transitioning back to the community and for immigrants. WSAs sponsor Youth Summits which enhance service coordination and identify youth needs and service gaps.
11. WSAs include opportunities for faith-based and community-based leaders to serve on local Workforce Councils and Youth Councils and to participate in planning and program development.
12. Youth service providers re-connect out-of-school youth who enter the workforce system to an educational program where they earn a high school diploma and transition into a post-secondary training program. The Youthbuild program, which operates in 10 sites, is an example of the way in which Minnesota's youth workforce system serves as an intermediary to reconnect youth to educational opportunities.
13. DEED is working with the University of California at Berkeley on the Minnesota edition of "Talking Safety: Teaching Teens About Workplace Safety and Health." This new health and safety curricula will be available in the fourth quarter of 2006.

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

Success Story: Suzzie



Suzzie Worley participated in the Scott County Youth Program at Murphy's Landing. Needing credits to complete her junior year, she participated in the Health Occupations preceding her senior year.

Suzzie is a teen parent of 18-month-old Israel. She attends New Beginnings at the Carver-Scott Educational Cooperative (CSEC). After deciding to pursue a career in teaching, she took the Medical Careers class which allows students to explore the health field. Park Nicollet, CSEC and Scott County developed a 10 week work experience with academic credits at Park Nicollet Clinic in Shakopee. Suzzie was one of the three parenting/pregnant teens enrolled and job shadowed different occupations at the clinic.

Suzzie felt that the youth program helped her with teamwork, communication and math. She likes math now and understands how important math is for the medical profession. She is now getting straight A's. Suzzie is presently attending Crown College as a Post Secondary Education Option (PSEO) student taking classes that are applicable for her enrollment next year in their two-year nursing program. She has also applied at the local facilities that certify nursing assistants. Her advice to others: It is a great opportunity to experience what the medical field is all about. It is something you will never be able to do again. Suzzie will be the first in her family to go to college – she hopes to inspire her brothers.

Performance Measures

The Workforce Investment Act (WIA) of 1998 (Public Law 105-220) and supporting regulations at 20 CFR Part 652 identified seventeen core indicators of performance that State and local entities managing the workforce investment system must meet. The performance results for these measures are contained in the program profiles in this Annual Report. In addition, Minnesota has implemented for reporting purposes, the common performance measures. Minnesota has negotiated with the U.S. Department of Labor (DOL) Program Year 2006 levels for the common measures. The WIA legacy measures and the common measures are compared in the chart to the right.

Since the beginning of Program Year 2004, the Workforce Service Areas (WSAs) through the Minnesota Workforce Council Association (MWCA) have agreed to adopt the same performance standards for the four WIA adult and four Dislocated Worker measures as the state. In addition, MWCA has appointed a number of local WSA Directors to advise the state on future negotiations with the U.S. Department of Labor.

The Office of Youth Development at DEED negotiates local youth performance measures with WSAs individually as a part of the local planning process. Local Plans and circumstances are taken into consideration as DEED establishes statewide goals for WIA Youth Programs.

Legacy WIA 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 Retention 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	

State and local performance measure outcomes are stated in the appropriate tables on the following pages. Performance is evaluated by comparing actual outcomes to the negotiated levels, with incentives and sanctions assessed accordingly. Incentives are awarded for surpassing the negotiated levels and sanctions are imposed for falling short. DEED has established incentive and sanctions policies that can be viewed on line at www.deed.state.mn.us/wpd/policy/titleIB/7.0_incentives/7.0_index.htm

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

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level - American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included in the Sample	Response Rate
Participants	75.0	76.1	570	5,359	886	64.3%
Employers	76.0	76.2	747	5,431	1,039	71.9%

Table B - Adult Program Results At-A-Glance

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86%	87.5%	957
			1,094
Employment Retention Rate	84%	83.4%	1,049
			1,258
Earnings Change in Six Months	\$4,900	\$5,597.68	\$6,414,937
			1,146
Employment and Credential Rate	71%	65.6%	362
			552

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	84.0%	189	92.5%	74	73.7%	70	83.0%	39
		225		80		95		47
Employment Retention Rate	82.7%	230	75.6%	31	83.7%	77	81.1%	43
		278		41		92		53
Earnings Change in Six Months	\$5,591	\$1,459,343	\$4,826	\$188,217	\$5,477	\$476,511	\$4,906	\$230,599
		261		39		87		47
Employment & Credential Rate	67.6%	121	66.7%	28	54.5%	30	69.2%	9
		179		42		55		13

Table D - Other Outcome Information for the Adult Program

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	85.6%	88.3%
Employment Retention Rate	85.9%	81.5%
Earnings Change in Six Months	\$6,352	\$4,977.84

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	86%	87.1%	1,514
			1,738
Employment Retention Rate	89%	88.4%	1,672
			1,891
Average Earnings Rate	(\$3,000)	(\$1,876.10)	(\$3,326,334)
			1,773
Employment and Credential Rate	68%	71.3%	449
			630

Table F - Outcomes For Dislocated Worker Special Populations

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
	Entered Employment Rate	85.9%	165	80.0%	80	79.8%	225	66.7%
		192		100		282		6
Employment Retention Rate	87.2%	171	83.6%	107	82.7%	206	100.0%	5
		196		128		249		5
Average Earnings Rate	(\$2,127.13)	-\$385,011	(\$1,703.08)	-\$202,667	(\$4,697.78)	-\$1,066,395	\$6,833.00	\$34,165
		181		119		227		5
Employment & Credential Rate	71.7%	38	56.0%	14	64.3%	36	25.0%	1
		53		25		56		4

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services	Individuals Who Received Only Core and Intensive Services
Entered Employment Rate	86.4%	87.4%
Employment Retention Rate	89.3%	88.0%
Average Earnings Rate	(\$689.70)	(\$2,405.44)

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

	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0%	61.5%	745
			1,211
Attainment of Degree or Certificate	0%	45.2%	457
			1,011
Literacy and Numeracy Gains	0%	0.0%	0
			0

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

	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71%	82.1%	229
			279
Employment Retention Rate	81%	87.9%	277
			315
Six Months Earnings Increase	\$3,400	\$4,566	\$1,278,405
			280
Employment and Credential Rate	52%	60.5%	233
			385

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
EER Rate	80.2%	73	100.0%	8	87.3%	48	83.2%	163
		91		8		55		196
ERR Rate	90.0%	90	100.0%	6	83.8%	57	87.8%	194
		100		6		68		221
Six Months Earnings Increase Rate	\$4,261	\$357,888	\$7,576	\$45,457	\$4,381	\$267,259	\$3,941	\$764,624
		84		6		61		194
Credential Rate	56.2%	68	46.7%	7	66.2%	51	57.1%	152
		121		15		77		266

Table J - Younger Youth (14 - 18) Results

	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	88%	90.3%	3,130
			3,468
Diploma or Equivalent Attainment Rate	72%	75.9%	426
			561
Retention Rate	73%	69.4%	476
			686

Table K - Outcomes For Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
	Skill Attainment Rate	85.7%	609	91.6%	1,609	89.3%
		711		1,757		764
Youth Diploma or Equivalent Rate	72.2%	78	80.3%	245	70.8%	97
		108		305		137
Retention Rate	66.1%	80	67.5%	243	70.0%	133
		121		360		190

Table L - Other Reported Information

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults & Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Nontraditional Employment		Wages at Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	83.5%	1,049	\$5,465	\$6,356,135	2.9%	28	\$4,752	\$4,286,524	70.2%	205
		1,256		1,163		957		902		292
Dislocated Workers	90.0%	1,762	91.2%	\$28,185,509	1.7%	25	\$8,097	\$11,692,535	60.5%	234
		1,958		\$30,913,684		1,514		1,444		387
Older Youth	83.8%	268	\$4,937	\$1,441,471	1.3%	3	\$2,815	\$602,409		
		320		292		229		214		

Table M - Participation Levels

	Total Participants Served	Total Exiters
Total Adult Customers	7,104	3,975
Total Adult Self-Service Only	0	0
WIA Adult	2,732	1,398
WIA Dislocated Worker	4,054	2,320
Total Youth (14 - 21)	4,494	1,636
Younger Youth (14 - 18)	3,536	1,252
Older Youth (19 - 21)	958	384
Out-of-School Youth	1,308	578
In-School Youth	3,186	1,058

Table N: Cost of Program Activities

Program Activity		Total Federal Spending
Local Adults		\$8,176,946
Local Dislocated Workers		\$7,658,241
Local Youth		\$9,263,234
Rapid Response		\$4,591,934
Statewide Required Activities		\$1,152,107
Statewide Allowable Activities	Administration	\$1,997,848
	Provision of Capacity Building and Technical Assistance	\$258,700
	Implementation of Innovative Incumbent Worker Training Programs	\$639,543
	Local and Regional Economic and Workforce Analysis (LMI)	\$399,129
	Other	\$1,581,922
	Total of All Federal Spending Listed Above	

Local Area Name Northwest PIC, Inc. WSA 1	Total Participants Served	Adults	88
		Dislocated	50
		Older Youth (19-21)	24
		Younger Youth (14-18)	191
ETA Assigned #: 27045	Total Exitters	Adults	37
		Dislocated	32
		Older Youth (19-21)	8
		Younger Youth (14-18)	71

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	87.5%
	Dislocated Workers	86.0%	95.2%
	Older Youth	71.0%	100.0%
Retention Rate	Adults	84.0%	97.4%
	Dislocated Workers	89.0%	90.5%
	Older Youth	82.0%	100.0%
	Younger Youth	73.0%	68.9%
Six Months Earnings Increase	Adults	\$4,900	\$5,006
	Dislocated Workers	(\$3,000)	\$1,315
	Older Youth	\$3,400	\$6,676
Credential/Diploma Rate	Adults	71.0%	52.0%
	Dislocated Workers	68.0%	72.2%
	Older Youth	52.0%	50.0%
	Younger Youth	72.0%	83.0%
Skill Attainment	Younger Youth	88.0%	99.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	82.8%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	85.4%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Rural MN CEP Inc. WSA 02	Total Participants Served	Adults	408
		Dislocated	451
		Older Youth (19-21)	109
		Younger Youth (14-18)	673
ETA Assigned #: 27040	Total Exiters	Adults	178
		Dislocated	224
		Older Youth (19-21)	39
		Younger Youth (14-18)	242

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	86.7%
	Dislocated Workers	86.0%	91.1%
	Older Youth	71.0%	73.9%
Retention Rate	Adults	84.0%	88.7%
	Dislocated Workers	89.0%	94.7%
	Older Youth	81.0%	88.0%
	Younger Youth	73.0%	70.3%
Six Months Earnings Increase	Adults	\$4,900	\$6,126
	Dislocated Workers	(\$3,000)	\$820
	Older Youth	\$3,400	\$5,679
Credential/Diploma Rate	Adults	71.0%	53.3%
	Dislocated Workers	68.0%	45.5%
	Older Youth	52.0%	50.0%
	Younger Youth	72.0%	87.2%
Skill Attainment	Younger Youth	88.0%	89.8%
Placement in Employment or Education	Youth (14 - 21)	0.0%	63.7%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	51.9%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Local Area Name NE MN Office of Job Training WSA 03	Total Participants Served	Adults	305
		Dislocated	101
		Older Youth (19-21)	128
		Younger Youth (14-18)	330
ETA Assigned #: 27035	Total Exiters	Adults	152
		Dislocated	45
		Older Youth (19-21)	77
		Younger Youth (14-18)	163

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	85.8%
	Dislocated Workers	86.0%	87.8%
	Older Youth	71.0%	84.6%
Retention Rate	Adults	84.0%	80.4%
	Dislocated Workers	89.0%	92.9%
	Older Youth	83.0%	90.0%
	Younger Youth	74.0%	76.4%
Six Months Earnings Increase	Adults	\$4,900	\$4,918
	Dislocated Workers	(\$3,000)	(\$1,398)
	Older Youth	\$3,500	\$6,287
Credential/Diploma Rate	Adults	71.0%	79.0%
	Dislocated Workers	68.0%	78.6%
	Older Youth	52.0%	85.1%
	Younger Youth	72.0%	93.5%
Skill Attainment	Younger Youth	89.0%	98.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	61.8%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	37.0%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name City of Duluth WSA 04	Total Participants Served	Adults	59
		Dislocated	63
		Older Youth (19-21)	43
		Younger Youth (14-18)	140
ETA Assigned #: 27005	Total Exiters	Adults	36
		Dislocated	23
		Older Youth (19-21)	3
		Younger Youth (14-18)	36

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	77.3%
	Dislocated Workers	86.0%	80.0%
	Older Youth	69.0%	92.3%
Retention Rate	Adults	84.0%	78.9%
	Dislocated Workers	89.0%	91.7%
	Older Youth	80.0%	95.5%
	Younger Youth	71.0%	75.0%
Six Months Earnings Increase	Adults	\$4,900	\$5,837
	Dislocated Workers	(\$3,000)	\$111
	Older Youth	\$3,300	\$5,822
Credential/Diploma Rate	Adults	71.0%	54.5%
	Dislocated Workers	68.0%	40.0%
	Older Youth	50.0%	72.2%
	Younger Youth	70.0%	76.9%
Skill Attainment	Younger Youth	86.0%	87.1%
Placement in Employment or Education	Youth (14 - 21)	0.0%	70.5%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	57.1%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Local Area Name Central MN Jobs & Training WSA 05	Total Participants Served	Adults	283
		Dislocated	469
		Older Youth (19-21)	110
		Younger Youth (14-18)	375
ETA Assigned #: 27105	Total Exiters	Adults	151
		Dislocated	168
		Older Youth (19-21)	38
		Younger Youth (14-18)	127

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	86.5%
	Dislocated Workers	86.0%	89.6%
	Older Youth	71.0%	95.0%
Retention Rate	Adults	84.0%	82.9%
	Dislocated Workers	89.0%	87.3%
	Older Youth	82.0%	92.0%
	Younger Youth	73.0%	72.7%
Six Months Earnings Increase	Adults	\$4,900	\$5,484
	Dislocated Workers	(\$3,000)	(\$3,522)
	Older Youth	\$3,400	\$7,467
Credential/Diploma Rate	Adults	71.0%	71.0%
	Dislocated Workers	68.0%	64.9%
	Older Youth	52.0%	73.9%
	Younger Youth	72.0%	87.1%
Skill Attainment	Younger Youth	88.0%	92.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	70.5%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	83.1%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name SW MN PIC Inc. WSA 06	Total Participants Served	Adults	85
		Dislocated	34
		Older Youth (19-21)	10
		Younger Youth (14-18)	82
ETA Assigned #: 27055	Total Exiters	Adults	33
		Dislocated	20
		Older Youth (19-21)	2
		Younger Youth (14-18)	38

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	90.9%
	Dislocated Workers	86.0%	95.2%
	Older Youth	62.0%	50.0%
Retention Rate	Adults	84.0%	88.9%
	Dislocated Workers	89.0%	100.0%
	Older Youth	68.0%	100.0%
	Younger Youth	60.0%	82.8%
Six Months Earnings Increase	Adults	\$4,900	\$8,436
	Dislocated Workers	(\$3,000)	(\$112)
	Older Youth	\$2,900	\$2,388
Credential/Diploma Rate	Adults	71.0%	69.7%
	Dislocated Workers	68.0%	92.9%
	Older Youth	52.0%	33.3%
	Younger Youth	65.0%	93.5%
Skill Attainment	Younger Youth	65.0%	93.4%
Placement in Employment or Education	Youth (14 - 21)	0.0%	74.4%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	85.4%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Local Area Name S Central Workforce Council WSA 07	Total Participants Served	Adults	92
		Dislocated	216
		Older Youth (19-21)	56
		Younger Youth (14-18)	79
ETA Assigned #: 27030	Total Exiters	Adults	44
		Dislocated	104
		Older Youth (19-21)	14
		Younger Youth (14-18)	27

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	91.3%
	Dislocated Workers	86.0%	92.7%
	Older Youth	66.0%	83.3%
Retention Rate	Adults	84.0%	91.3%
	Dislocated Workers	89.0%	89.7%
	Older Youth	73.0%	71.4%
	Younger Youth	61.0%	70.0%
Six Months Earnings Increase	Adults	\$4,900	\$4,804
	Dislocated Workers	(\$3,000)	\$3,740
	Older Youth	\$3,000	\$1,752
Credential/Diploma Rate	Adults	71.0%	80.0%
	Dislocated Workers	68.0%	71.4%
	Older Youth	53.0%	42.9%
	Younger Youth	65.0%	80.0%
Skill Attainment	Younger Youth	75.0%	77.2%
Placement in Employment or Education	Youth (14 - 21)	0.0%	66.7%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	66.7%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name SE Minnesota Workforce Development Inc WSA 08	Total Participants Served	Adults	136
		Dislocated	533
		Older Youth (19-21)	109
		Younger Youth (14-18)	236
ETA Assigned #: 27075	Total Exiters	Adults	114
		Dislocated	361
		Older Youth (19-21)	31
		Younger Youth (14-18)	72

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	79.3%
	Dislocated Workers	86.0%	87.4%
	Older Youth	71.0%	91.3%
Retention Rate	Adults	84.0%	86.7%
	Dislocated Workers	89.0%	91.2%
	Older Youth	83.0%	95.7%
	Younger Youth	74.0%	65.6%
Six Months Earnings Increase	Adults	\$4,900	\$2,505
	Dislocated Workers	(\$3,000)	(\$2,799)
	Older Youth	\$3,500	\$3,533
Credential/Diploma Rate	Adults	71.0%	61.3%
	Dislocated Workers	68.0%	80.3%
	Older Youth	52.0%	62.2%
	Younger Youth	72.0%	85.2%
Skill Attainment	Younger Youth	87.0%	87.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	80.2%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	67.8%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Hennepin/Carver ETC WSA 09	Total Participants Served	Adults	254
		Dislocated	755
		Older Youth (19-21)	24
		Younger Youth (14-18)	116
ETA Assigned #: 27025	Total Exiters	Adults	104
		Dislocated	542
		Older Youth (19-21)	4
		Younger Youth (14-18)	40

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	78.2%
	Dislocated Workers	86.0%	85.7%
	Older Youth	71.0%	100.0%
Retention Rate	Adults	84.0%	78.4%
	Dislocated Workers	89.0%	81.8%
	Older Youth	82.0%	100.0%
	Younger Youth	73.0%	33.3%
Six Months Earnings Increase	Adults	\$4,900	\$5,401
	Dislocated Workers	(\$3,000)	(\$3,867)
	Older Youth	\$3,400	\$9,954
Credential/Diploma Rate	Adults	71.0%	59.1%
	Dislocated Workers	68.0%	62.7%
	Older Youth	52.0%	100.0%
	Younger Youth	72.0%	0.0%
Skill Attainment	Younger Youth	88.0%	97.4%
Placement in Employment or Education	Youth (14 - 21)	0.0%	12.5%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	0.0%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Minneapolis Employment & Training WSA 10	Total Participants Served	Adults	424
		Dislocated	270
		Older Youth (19-21)	97
		Younger Youth (14-18)	794
ETA Assigned #: 27010	Total Exiters	Adults	395
		Dislocated	164
		Older Youth (19-21)	86
		Younger Youth (14-18)	314

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	96.5%
	Dislocated Workers	86.0%	91.6%
	Older Youth	65.0%	74.2%
Retention Rate	Adults	84.0%	79.3%
	Dislocated Workers	89.0%	83.5%
	Older Youth	66.0%	89.0%
	Younger Youth	62.0%	65.9%
Six Months Earnings Increase	Adults	\$4,900	\$5,041
	Dislocated Workers	(\$3,000)	(\$979)
	Older Youth	\$2,700	\$2,911
Credential/Diploma Rate	Adults	71.0%	50.0%
	Dislocated Workers	68.0%	71.9%
	Older Youth	33.0%	48.2%
	Younger Youth	51.0%	56.7%
Skill Attainment	Younger Youth	83.0%	95.6%
Placement in Employment or Education	Youth (14 - 21)	0.0%	48.8%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	6.1%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Anoka County WSA 12	Total Participants Served	Adults	42
		Dislocated	96
		Older Youth (19-21)	6
		Younger Youth (14-18)	21
ETA Assigned #: 27085	Total Exiters	Adults	10
		Dislocated	69
		Older Youth (19-21)	4
		Younger Youth (14-18)	2

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	100.0%
	Dislocated Workers	86.0%	97.1%
	Older Youth	71.0%	100.0%
Retention Rate	Adults	84.0%	93.3%
	Dislocated Workers	89.0%	90.2%
	Older Youth	82.0%	100.0%
	Younger Youth	60.0%	50.0%
Six Months Earnings Increase	Adults	\$4,900	\$8,621
	Dislocated Workers	(\$3,000)	(\$2,401)
	Older Youth	\$3,400	\$5,335
Credential/Diploma Rate	Adults	71.0%	77.8%
	Dislocated Workers	68.0%	76.5%
	Older Youth	52.0%	83.3%
	Younger Youth	72.0%	100.0%
Skill Attainment	Younger Youth	88.0%	75.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	50.0%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	66.7%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Dakota County Workforce Services WSA 14	Total Participants Served	Adults	102
		Dislocated	329
		Older Youth (19-21)	46
		Younger Youth (14-18)	88
ETA Assigned #: 27090	Total Exiters	Adults	52
		Dislocated	156
		Older Youth (19-21)	14
		Younger Youth (14-18)	8

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	61.7%
	Dislocated Workers	86.0%	86.5%
	Older Youth	64.0%	88.9%
Retention Rate	Adults	84.0%	83.8%
	Dislocated Workers	89.0%	89.4%
	Older Youth	75.0%	81.8%
	Younger Youth	50.0%	53.3%
Six Months Earnings Increase	Adults	\$4,900	\$6,288
	Dislocated Workers	(\$3,000)	(\$1,739)
	Older Youth	\$3,400	\$3,619
Credential/Diploma Rate	Adults	71.0%	57.1%
	Dislocated Workers	68.0%	65.2%
	Older Youth	47.0%	65.0%
	Younger Youth	55.0%	75.0%
Skill Attainment	Younger Youth	75.0%	85.7%
Placement in Employment or Education	Youth (14 - 21)	0.0%	69.2%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	58.3%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

Local Area Name Ramsey County Workforce Solutions WSA 15	Total Participants Served	Adults	238
		Dislocated	119
		Older Youth (19-21)	177
		Younger Youth (14-18)	369
ETA Assigned #: 27115	Total Exiters	Adults	53
		Dislocated	78
		Older Youth (19-21)	60
		Younger Youth (14-18)	94

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	90.9%
	Dislocated Workers	86.0%	89.8%
	Older Youth	65.0%	79.2%
Retention Rate	Adults	84.0%	94.0%
	Dislocated Workers	89.0%	93.0%
	Older Youth	73.0%	63.6%
	Younger Youth	60.0%	58.1%
Six Months Earnings Increase	Adults	\$4,900	\$8,739
	Dislocated Workers	(\$3,000)	(\$698)
	Older Youth	\$2,720	\$2,102
Credential/Diploma Rate	Adults	71.0%	58.8%
	Dislocated Workers	68.0%	70.8%
	Older Youth	45.0%	46.4%
	Younger Youth	60.0%	61.7%
Skill Attainment	Younger Youth	85.0%	72.2%
Placement in Employment or Education	Youth (14 - 21)	0.0%	71.9%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	46.3%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Washington County WSA 16	Total Participants Served	Adults	9
		Dislocated	107
		Older Youth (19-21)	3
		Younger Youth (14-18)	21
ETA Assigned #: 27100	Total Exiters	Adults	6
		Dislocated	75
		Older Youth (19-21)	0
		Younger Youth (14-18)	11

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	83.3%
	Dislocated Workers	86.0%	85.1%
	Older Youth	71.0%	100.0%
Retention Rate	Adults	84.0%	100.0%
	Dislocated Workers	89.0%	92.7%
	Older Youth	75.0%	50.0%
	Younger Youth	73.0%	75.0%
Six Months Earnings Increase	Adults	\$4,900	\$11,768
	Dislocated Workers	(\$3,000)	(\$2,861)
	Older Youth	\$3,400	(\$228)
Credential/Diploma Rate	Adults	71.0%	100.0%
	Dislocated Workers	68.0%	70.6%
	Older Youth	52.0%	100.0%
	Younger Youth	72.0%	100.0%
Skill Attainment	Younger Youth	88.0%	92.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	66.7%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	18.2%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Stearns/Benton E&T WSA 17	Total Participants Served	Adults	46
		Dislocated	77
		Older Youth (19-21)	11
		Younger Youth (14-18)	6
ETA Assigned #: 27110	Total Exiters	Adults	26
		Dislocated	33
		Older Youth (19-21)	2
		Younger Youth (14-18)	1

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	100.0%
	Dislocated Workers	86.0%	94.7%
	Older Youth	71.0%	100.0%
Retention Rate	Adults	84.0%	90.0%
	Dislocated Workers	89.0%	92.2%
	Older Youth	75.0%	80.0%
	Younger Youth	60.0%	100.0%
Six Months Earnings Increase	Adults	\$4,900	\$7,330
	Dislocated Workers	(\$3,000)	(\$370)
	Older Youth	\$3,000	\$1,259
Credential/Diploma Rate	Adults	71.0%	63.6%
	Dislocated Workers	68.0%	95.5%
	Older Youth	52.0%	75.0%
	Younger Youth	72.0%	100.0%
Skill Attainment	Younger Youth	88.0%	100.0%
Placement in Employment or Education	Youth (14 - 21)	0.0%	100.0%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	100.0%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

State of Minnesota

Table O - Local Performance

9/14/2006

Local Area Name Winona County Workforce Council WSA 18	Total Participants Served	Adults	161
		Dislocated	24
		Older Youth (19-21)	5
		Younger Youth (14-18)	15
ETA Assigned #: 27080	Total Exiters	Adults	7
		Dislocated	15
		Older Youth (19-21)	2
		Younger Youth (14-18)	6

		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	75.0	76.1
	Employers	76.0	76.2
Entered Employment Rate	Adults	86.0%	60.0%
	Dislocated Workers	86.0%	53.3%
	Older Youth	71.0%	75.0%
Retention Rate	Adults	84.0%	80.0%
	Dislocated Workers	89.0%	75.0%
	Older Youth	79.0%	100.0%
	Younger Youth	73.0%	75.0%
Six Months Earnings Increase	Adults	\$4,900	\$9,543
	Dislocated Workers	(\$3,000)	(\$2,757)
	Older Youth	\$3,100	\$3,667
Credential/Diploma Rate	Adults	71.0%	60.0%
	Dislocated Workers	68.0%	33.3%
	Older Youth	50.0%	40.0%
	Younger Youth	72.0%	80.0%
Skill Attainment	Younger Youth	84.0%	94.7%
Placement in Employment or Education	Youth (14 - 21)	0.0%	68.8%
Attainment of Degree or Certificate	Youth (14 - 21)	0.0%	50.0%
Literacy/Numeracy Gains	Youth (14 - 21)	0.0%	0.0%

Overall Status of Local Performance	Not Met	Met	Exceeded
			X

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