



# WORKFORCE INVESTMENT ACT

PROGRAM YEAR 2015

ANNUAL REPORT

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## INTRODUCTION

The Minnesota Department of Employment and Economic Development (DEED) is pleased to submit our annual Workforce Innovation and Opportunity Act (WIOA) report for Program Year 2015. DEED is the state agency in Minnesota responsible for administering U.S. Department of Labor (USDOL) programming covered under WIOA. In addition, DEED administers a combination of other workforce development programming, including Vocational Rehabilitation Services, State Services for the Blind, and Unemployment Insurance.

This report fulfills the TEGL 07-15 requirements to submit to the USDOL Secretary an annual report on the performance progress for WIOA Title 1-B programs (Adult, Dislocated Worker, and Youth).

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

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

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

Program profiles include descriptions of the program's purpose, service providers, services, customers, performance results, performance evaluations, and program-specific improvement strategies. Key statewide performance results are included within each program profile. All state performance results and local performance results are included in Tables A-Q, beginning on page 47.



## PERFORMANCE MEASURES

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

It should be noted that reporting on new performance measures under WIOA will not begin until Program Year 2016, starting July 1, 2016. Therefore when referencing performance measures in this report they include those covered under WIA.

## PERFORMANCE EVALUATION

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

- Exceeded – the average target ratio for each funding stream exceeds 100 percent and no more than one measure for each funding stream is below 80 percent of the negotiated target.

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

Performance evaluations are included within Tables A-Q, beginning on page 47. A summary of performance evaluations are included in program summaries.

## STRATEGIES FOR CONTINUOUS IMPROVEMENT

Minnesota's vision for the workforce development system is:

"A healthy economy, where all Minnesotans have or are on a path to meaningful employment and a family sustaining wage, and all employers are able to fill jobs in demand."

Our focus in the last year has been to ensure that all Minnesotans are sharing in the economic opportunities and success of our state. Minnesota's economy is competing well, and outpacing the nation in many ways. With the seventh lowest annual unemployment rate in 2015, the highest number of job vacancies since 2001, and one of the most educated and productive workforces in the country, the state is a position of strength.

- The state has over 2.8 million jobs in the economy – more Minnesotans are on payroll than ever before.

- Minnesota businesses added more than 200,000 jobs in the last five years.
- The unemployment rate is at 3.9 percent.

However, while we have many reasons to feel positive about the direction of the state and economy, the reality is that certain demographics continue to have a harder time entering and staying in the workforce than others.

- Current unemployment for Black or African Americans in Minnesota is 8.7 percent compared with a 2.9 percent unemployment rate for whites.
- Nearly one in three unemployed Minnesotans was non-white in 2015.
- Youth of color have higher unemployment rates and lower labor force participation rates than white youth in Minnesota. More than one in four Black or African American and American Indian youth (ages 16 to 24) are unemployed.
- Over 16,000 Minnesotans are long-term unemployed.

DEED and its local partners have been working to make an impact. We are now serving a growing numbers of job seekers from communities of color and individuals with multiple barriers to employment, ranging from low educational attainment, homelessness, underemployment, and adults and youth with disabilities, criminal convictions or chemical dependency issues.

- Currently, one out of every four Minnesotans served by our state and federal workforce development programs and services is from a community of color.

- In the WIOA Adult program, seven out of 10 individuals served makes less than \$20,000 per year and one in three is from a community of color.
- The WIOA Youth programs targets those youth with the greatest barriers: 70 percent of participants are basic skills deficient; 39 percent have a disability; and 49 percent are youth of color.

To focus our efforts, Minnesota continues its commitment to addressing the following five barriers to participation in the workforce:

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

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

- Created an Office of Economic Equity and Opportunity, led by a new Assistant Commissioner. In partnership with the Workforce Development Division, this Office will oversee \$35 million in equity competitive grant programs aimed at adult and youth workforce development and services, as approved by the Minnesota Legislature in the spring of 2016.
- Extended collaboration between Wagner-Peyser and WIOA programming, including cross-training Wagner-Peyser field staff and Rapid Response personnel. Addition of two staff persons who serve as community liaisons, working with customers

from communities of color and organizations representing communities of color.

- Continued to lead the nation in developing Career Pathways programming by deploying more holistic models of case management and career navigation. We've strengthened statewide partnerships with Adult Basic Education (ABE) and the Minnesota State Colleges and Universities System (known as Minnesota State). These partnerships allow us to braid funding and support the development of a more comprehensive approach to integrate developmental education with skills training, resulting in placement of individuals into long-term unsubsidized employment.
- Partnered more assertively with the state Department of Human Services (DHS), we continue to work to leverage funds to support workers with the greatest barriers to employment. Collaboration between two key state agencies responsible for WIOA and Temporary Assistance to Needy Families (TANF) is growing, with the majority of Minnesota's WorkForce Centers (WFCs) planning collaborative funding in WFC services and in the sponsorship and development of the Career Pathways program methodology.

To fully realize the vision for a stronger workforce development system, Minnesota is submitting a WIOA Plan to the federal government that focuses on two primary goals:

1. To reduce educational and employment disparities based on race or disability to provide

greater opportunity for all Minnesotans; and

2. To build employer-led industry-sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.

As documented in Minnesota's WIOA Combined State Plan, submitted to the USDOL in March 2016, and provisionally accepted in July 2016, Minnesota seeks to achieve these goals by continuing to build upon our career pathway systems, focusing on these six elements:

- **Business Engagement**
  - Businesses lead in the identification and development of career pathway maps that targets occupations in demand and provide family-sustaining wages.
- **Community Engagement** – Communities experiencing inequities in education and employment and providers with specialized services contribute to the design and delivery of activities within the Career Pathway System.
- **Customer-Centered Design** – Better understand the needs of businesses by stronger engagement, the state will design and support trainings that are unique for job seekers who need multiple services and "on-ramps" to be successful through authentic career pathway opportunities.
- **Funding and Resource Needs**
  - Understand the resource capacity of federal, state, local and philanthropic organizations who fund and provide resources to the Career Pathway System.

- **Policy and System Alignment** – Understand the program and policy change needed to achieve greater alignment that will support a stronger and broader engagement of system partners in building a Career Pathway System.
- **System Management** – Create system measures that assist with managing the building of a Career Pathway System, including process and outcome measures.

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

## OTHER RELATED STRATEGIES

Minnesota also recognizes the internal and external partnerships that strengthen our ability to serve WIOA customers. Some key strategies are listed below:

- DEED is committed to demonstrating our **strategic priorities focusing on career pathways** through statewide partnerships including engagement with employers, educational partners, state TANF administering agencies, adult basic education providers, and other organizations involved in increasing the service and success levels for jobseekers statewide. This approach is now recognized as a deeply engrained methodology that emphasizes the effectiveness of case management approaches as a fundamental necessity

in fully addressing individual employment needs.

- DEED is actively working on **rebranding the Minnesota WorkForce Center system** supported by a collaborative group, representing the Minnesota Workforce Council Association (MWCA), Governor’s Workforce Development Board (GWDB) and DEED. The next level of the plan, which will occur over the next 18 months, will help us develop a master identity, develop key messages and manifesto, and facilitate a launch with staff and partners in the entire system to help make sure the brand is successful. Additional items include things like website headers and page design templates, brand standards manuals, a system brochure and handouts, press kit and marketing plan.
- DEED’s Labor Market Information office continues to create **new online tools that assist customers in exploring careers**, considering training opportunities, understanding their preparedness for job-seeking, and identifying skill gaps. The new Career Profile Tool shares comprehensive information about occupations covering wages, current and future demand, educational requirements, and more; all at a regional level. The Graduate Employment Outcomes tool shows median wages earned and the top industries and regions where graduates from Minnesota schools found jobs. The tool provides data by year, location, award type, institution type, and instructional program. The Cost of Living tool provides a yearly estimate of the basic-needs cost of living in Minnesota, for individuals and

families, by county, region, and statewide. The study examines monthly living costs in seven cost categories: food, housing, health care, transportation, child care, other necessities, and net taxes. In addition to these new tools, DEED’s Labor Market Information office continues to provide a wide variety of useful tools including salary information, industry employment statistics, employment projections, occupations in demand, unemployment statistics, and more. There is also broad system support to look at ways to coordinate and share resources with other community-based initiatives to ensure that all available funds and resources are leveraged in these efforts.

- Selected DEED staff across the state have been able to **access real-time employment data** through the application of Wanted Analytics (now called “Talent Neuron”). Wanted Analytics collects data by using Internet bots to “spider” job boards, “crawling” the web and collecting information from online newspaper ads, government job boards, and corporate job boards. The application can find and filter job postings by location, educational requirements, and work experience, identifying in-demand occupations, employers who are doing significant hiring, and the certifications and skills that are valuable to those employers. WorkForce Center staff use Wanted Analytics to determine the in-demand credentials that their customers need to achieve successful employment outcomes.

■ DEED strategically and aggressively **seeks additional resources** in coordination with Minnesota Workforce Council Association (MWCA), which represents the cooperative efforts of the local workforce development system across the state and other partners including DHS, the Department of Labor and Industry (DLI), and Minnesota State. DEED also partners with foundations where opportunities arise. Primary to the decision making process is how the RFP requirements align with state and partner goals. This has served as an effective mechanism for arriving at consensus on size, scope, and partnership engagement for pursuing these funds.

■ Two years after its launch, DEED continues to **improve our client management system**, Workforce One (WF1). WF1 is a web-based client management application used by nearly 2,000 state, city, county, and non-profit employment and training providers to track services to more than 100,000 customers across Minnesota's one-stop network. WF1 was created through a partnership of two Minnesota state agencies – Department of Human Services (DHS) and DEED. The rewrite yielded a much more efficient, streamlined product. Among its many improvements, the rewrite is enhancing connections to other systems such as MinnesotaWorks.net, Unemployment Insurance, DHS' public assistance eligibility system (MAXIS), and the State of Minnesota's accounting system (SWIFT), helping case managers make more informed decisions about which services to offer. It also created an online

employment plan for WIOA programs, overhauled reports to provide more complete and accurate information, and is increasingly incorporating the ability to braid funding within and across programs in a much more straightforward way. The newest effort is Electronic Document Storage functionality which will allow users to upload documents that would typically be a part of the customer's paper case file.

## REGIONAL PLANNING UNDER WIOA

As authorized under WIOA, Minnesota designated six workforce development regions for planning purposes, known as Regional Workforce Development Areas (RWDA). The process of identifying regions considered factors such as geographical size, population, and workforce of the proposed regions. Minnesota's RWDA's align with Workforce Service Areas – now known as "Local Workforce Development Areas" (LWDA) under WIOA.

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

Regional plans will include in-demand sector initiatives for regionally critical industries, shared service strategies, coordination of support services and economic development, and arrangement for administrative costs. Regional plans will draw upon analysis of regional labor market information. Each regional plan will illustrate each region's story and strategy for workforce development, enabling local planning efforts to focus around implementation of the strategies.

Local plans were submitted to DEED in spring 2016 and did not receive state approval, due to incomplete responses. Plans will be resubmitted by January 2017.

## MEASURING THE TRUE IMPACT OF WIA/WIOA PROGRAMS

In January 2015, the Governor's Workforce Development Council (GWDC) published Minnesota's first report on the net impact of WIA/WIOA Adult and Dislocated Worker programs, using a rigorous methodology developed by an external economist, Dr. Raymond Robertson. (This report is available online at [http://mn.gov/deed/assets/wdd-net-impacts\\_tcm1045-132788.pdf](http://mn.gov/deed/assets/wdd-net-impacts_tcm1045-132788.pdf).) This quasi-experimental analysis compares the outcomes of program participants to similar job seekers not receiving program services to arrive at an unbiased estimate of the program's effect on employment likelihood, wages, and likelihood of receiving cash welfare or food stamp benefits.

The initial results of this analysis are striking. Over the medium term (defined as five to eight quarters after program entrance), adult program participants had

earnings approximately 37 percent higher than they would have if they had not participated in the program. For Dislocated Worker participants, the earnings impact was 31 percent – or \$10,349 more in earnings – on average for participants exiting in PY 2007, and 13 percent (or \$5,121) for participants exiting in PY 2009. The difference between the two years may be related to the economy; the first cohort exited just as the recession was starting, whereas the second cohort exited as the recession was technically ending.

For employment over the medium term, adult program participants were approximately 15% more likely to be employed than they would have been if they had not participated in the program. For Dislocated Workers, the impact was 13 percent for the PY 2007 cohort and eight percent for the PY 2009 cohort.

The programs impacted different populations differently, often with positive equity implications. Significant to Minnesota's struggles with racial employment disparities, the adult program has larger impacts on employment and earnings for African-American participants than for white participants. Additionally, the Dislocated Worker program shows larger impacts for women than for men.

DEED is currently building on this analysis. The new analysis will include more recent cohorts of WIA/WIOA Adult and Dislocated Workers, as well as and the state's career pathways program model. Moreover, the analysis will provide impacts of specific program services, including various types of training and support services. It will also include an analysis of program benefits relative to

program costs, which has never before been estimated in the Minnesota context. DEED will publish this analysis in January 2017.

## WAGNER-PEYSER PROGRAM COORDINATION

The Wagner-Peyser program supports Minnesota's 47 WorkForce Centers by funding system-wide services such as public job seeker services, MinnesotaWorks.net, technology and materials used for job searches, classes and seminars for job seekers and businesses, career fairs and other recruiting events, and more. In Minnesota, Wagner-Peyser funds the state's Migrant Seasonal Farmworker Program, the Business Services team and their activities, and MinnesotaWorks.net, the state's no fee job bank for jobseekers and employers.

Some highlights of Wagner-Peyser funded services in 2015 are:

- The Migrant Seasonal Farmworker Program (MSFW) connects migrant farmworkers to agricultural jobs during the growing season. There are four WorkForce Centers (WFCs) with significant MSFW activity in Minnesota including Faribault, Mankato, Rochester and Willmar. These WorkForce Centers include a bilingual Spanish/English Migrant Labor Representative (MLR), all of whom are bilingual/bicultural and have farmworker backgrounds. The MLR staff perform outreach activities during the peak time of the season, and they are scheduling and coordinating outreach efforts with the other farm worker service providers. The MLR provide the farmworkers

with information and handouts related to employment rights and protections for MSFWs. They assist MSFWs with registrations/applications if needed, provide job referrals and inform workers of employment services to those who qualify. The MLR provides informational resource guides that include information, contacts and eligibility information for all agency partners, and local community resources.

- The State Monitor Advocate (SMA) visits communities with substantial MSFW activity to meet with employers, review and access their needs and determine the effectiveness of the WorkForce Center services provided. The SMA works with the MLR's to promote the labor exchange system and workforce system services which contain information of particular importance to agricultural and non-ag-employers.
- Minnesota met five of five Equity Ratio Indicators in the fourth quarter of Program Year 2015, including: referred to employment, received staff assisted services, referred to support services, career guidance, and job development contacts.
- DEED's Business Services team continues to develop and maintain strong employer relationships through outreach and education about DEED Workforce Development's programs and services that benefit Minnesota businesses. Our programs and services include Business Services, Apprenticeships, Federal Bonding, Foreign Labor, Workforce Planning, and the Work Opportunity Tax Credit.

- Approximately 20 percent of Minnesota's Wagner-Peyser grant is dedicated to providing direct services to businesses through a team of 23 Business Services Representatives (BSRs) strategically located in WFCs throughout the state. Minnesota has implemented a demand-driven approach by focusing these resources on building relationships with business decision makers, assessing the needs of businesses, and facilitating a coordinated response with DEED staff and other partners. All BSR staff have been trained in strategic workforce planning and have been cross-trained with state Dislocated Worker Rapid Response team.
- In 2015, DEED's Business Services team conducted 5,242 initial visits to employers statewide, providing more in-depth strategic planning in the areas of recruitment, retention, education and other workforce services to those businesses. Minnesota has focused on industry-specific engagement and workforce strategies within the healthcare, advanced manufacturing, energy, natural resources and construction sectors. This engagement benefits the industry as a whole and assists clients through the communication and education of available job leads to and growing occupations to program participants.
- DEED also developed its business service team for maximum performance in serving employers. In partnership with the University of Minnesota, DEED developed the Business Services Specialist certificate, a 42-hour curriculum to help BSRs and workforce partners provide workforce solutions and resources to clients and businesses. DEED's Business Services is also providing workforce planning training to employers and partners statewide, creating workshops to assist employers in planning strategies to address their current and future workforce needs.
- Business Services has partnered with Study Minnesota to educate and engage employers around F-1 Optional Practical Training, a temporary employment authorization for international students enabling them to remain in the country for up to 12 months after completing their educational program to work in their field of study. This authorization may be extended an additional 17 months for students studying in STEM fields. Business Services has been successful in building strong relationships through collaboration and partnership with Minnesota employers to connect them to resources of the highly-skilled and educated workforce.
- Minnesota was one of the recipients of a 5-year, \$5 million dollar American Apprenticeship Initiative grant in which the Minnesota Department of Labor and Industry and DEED have committed to serve 1,000 apprentices in non-traditional industry sectors of healthcare, transportation, advanced manufacturing, agriculture and information technology. With the apprentice at the center, Minnesota's Apprenticeship Initiative model brings together the related instruction provider with the apprentice support provider and employers or employer associations. An important goal of the grant is to increase the number registered apprenticeship programs in Minnesota by 30. The education around apprenticeships and other work-based learning is a workforce strategy that BSRs provide to Minnesota businesses.
- The Work Opportunity Tax Credit (WOTC) Program incentivizes employers to hire workers who often face significant barriers to employment, enabling those individuals to work, support themselves, and improve their lives. In 2015, DEED received over 60,000 applications from employers, with the program being reauthorized in December 2015 for a period of five years. As new forms have been created and a new group established, the long term unemployed, DEED is in the re-certification process and in the administration of the new long-term unemployed group. In the past year, DEED's Business Services team has increased the number of federal bonds issued by over 100 percent to employers who hire "at-risk", hard-to-place job seekers. The bonds cover the first six months of employment and there is no cost to the job applicant or the employer.
- The Wagner-Peyser program also provides needs assessments and services to both job seekers and businesses. Through Minnesota's Job Service program, staff work closely with the Unemployment Insurance (UI) Reemployment Assistance program to assess and serve UI applicants. Job Service program staff operate most WFC resource areas and provide instructors to conduct job search workshops and to facilitate networking groups

for all jobseekers. Workshop topics include skills assessments, career exploration, the job-seeking process, resume writing, interviewing, social media, Internet job search and many more. Staff make exceptional efforts to serve UI claimants, veterans, migrant and seasonal farmworkers, and individuals living with disabilities.

- Wagner-Peyser funds support MinnesotaWorks.net, a web-based labor exchange system that links job seekers and employers with the largest employment database in the state. Other public employment and training programs in Minnesota rely on the program's labor exchange system to help their program-eligible customers find employment.
- In calendar year 2015, 801,397 job openings were posted on MinnesotaWorks.net – more than a two percent increase over the previous year. Jobseekers made over four million searches that year; employers made over 384,000. The site receives nearly 12,000 searches each day. In 2015, 22 percent of job seekers were people of color; and five percent identified as Latino or Hispanic; 68 percent of jobseekers were unemployed at the time they used the site; 48 percent had at least a high school diploma and possibly some college; 44 percent had a college degree or other vocational credential.
- MinnesotaWorks.net receives job postings from a variety of industries, most significantly professional, business, and administrative services (62

percent), education and health services (16 percent), and trade, transportation, and utilities (7 percent). It also attracts a variety of business sizes; nearly half (42 percent) of businesses posting have fewer than 20 employees (13 percent have less than five employees), while nine percent have over 250 employees. Through the aforementioned BSRs, employers are aware of how to take full advantage of the features of MinnesotaWorks.net.

## BUILDING THE MINNESOTA TALENT NETWORK

DEED received a \$6 million, four-year Workforce Innovation Fund grant in September 2015. One of six grants awarded nationally, the grant proposal included developing a Minnesota Demand-Driven Labor Marketplace (MN-DDLM), an innovative approach to providing a unified and collaborative technology platform where job seekers, businesses, and system partners can access resources and make connections that enable each to achieve individual and mutual goals.

The funds will help implement and test innovative ways to deliver services more efficiently, facilitate cooperation across programs and funding streams, and create a platform aligned to fulfill the skill needs of specific employers or industry sectors. This grant builds on knowledge gained following previous federal and state investments in social media approaches linking job seekers with employers. The features planned include a labor supply and demand system that will enable employers to communicate their workforce needs directly to intermediaries

who can help recruit or develop the skilled talent they need. The “employment” marketplace concept will also integrate access to MinnesotaWorks.net, Labor Market Information (including Real-Time Talent), eLearning, and Real-Time Triage.

With the new funding, we will be able to engage in an overall assessment of DEED's workforce development and focus on an integrated technology strategy leveraging our current investments including the continued development of the Minnesota Talent Network to lead to improved services and obtain data about effective and sustainable strategies that can be scaled to other States Workforce Development agencies.

## MINNESOTA PATHWAYS TO PROSPERITY

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

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

participants have relevant training in high-demand occupations.

## CAREER PATHWAYS INITIATIVES

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

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

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

The vision of the Career Pathways Partnership is to create "a healthy economy, where all Minnesotans

have or are on a path to meaningful employment and a family-sustaining wage, and where all employers are able to fill jobs in demand."

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

## CUSTOMER SATISFACTION

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

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

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

A score of 70 translates to an average customer response of "7" to two of the three questions, and an "8" on the third. Minnesota uses this methodology because it provides a figure comprised

of responses to at least two questions about the same idea, therefore producing a more reliable response than looking at responses to a single question.

During calendar year 2015, job seeking customers reported a MnCSI score of 79.9 exceeding Minnesota's negotiated performance level of 77.0. Employers reported a MnCSI score of 71.0, short of Minnesota's negotiated performance level of 78.0. The completion rates of the job seekers and employers are 51.5 percent and 71.7 percent respectively. For the job seeker survey, 4,497 individuals were eligible for the survey – 1,049 were included in the sample with 540 surveys completed. On the employer side, 4,533 employers were eligible for the survey, with 1,680 valid contacts, and 1,204 surveys were completed.



## IMPACT OF WAIVERS REQUESTED AND IMPLEMENTED BY MINNESOTA

### Dislocated Worker and Adult Program Waivers

Resubmitted in Minnesota's WIA Unified Plan in September of 2012, the following waivers were approved through June 30, 2017. Many of these waivers will end earlier than planned, per TEGL 1-15, released on July 1, 2015. As such, Minnesota continued operating with many of the approved waivers, but also exercised the allowances issued in WIOA, such as the funding transfer flexibility.

#### Waiver 1:

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

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

**Impact of Waiver:** Most local areas did not fully implement this waiver, as most customers seek traditional classroom and on-the-job training. Minnesota hopes to explore the potential for using this waiver in conjunction with our Sector Partnership National Emergency Grants.

#### Advancement of Job-Driven

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

#### Waiver 2:

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

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

**Impact of Waiver:** The few local areas that have implemented this waiver have noted that small employers are more likely to participate in the on-the-job training program as a result of the increased rate of reimbursement.

This waiver has forged a critical foundation for what we expect will be groundbreaking work with our Sector Partnerships National Emergency Grant, which emphasizes a more intense integration of work and learning. The waiver will also encourage participation by higher education in agreements that can award credit for prior learning, making it easier for Minnesotans to earn industry-recognized credentials as a result of their participation in WIOA programming.

#### Advancement of Job-Driven

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

### Waiver 3:

#### Transfer of Dislocated Worker and Adult Formula Funds (WIA Section 133(b)(4))

USDOL granted Minnesota a waiver that increases the allowable transfer amount between WIA Adult and Dislocated Worker program funding streams allocated to a local area, from 20 percent to 50 percent of formula funds. In PY 2015, Minnesota fully implemented the mechanism for transferring up to 100 percent of formula-allocated WIOA Title I-B Adult funds to WIOA Title I-B formula-allocated Dislocated Worker funds and vice versa.

**Impact of Waiver:** The consent to transfer larger amounts of funds allows providers to spend money in areas that demonstrate greater need, enhancing the state's capacity to consistently serve the needs that are unique and specific to local areas. This flexibility also fosters the capacity of providers to maintain high standards of program performance. This previously seen impact is the reason Minnesota fully implemented the Dislocated Worker to Adult policy in July 2015.

As a state during PY 2015, two of sixteen providers requested a transfer of their combined Adult allocation to WIOA Dislocated Worker. The total amount transferred was \$115,556 (1.5 percent of the Adult allocation for all providers). WDA 10 transferred \$55,556 of its WIOA Adult to its WIOA Dislocated Worker (6 percent of their Adult allocation.) WDA 15 transferred \$60,000 of its WIOA Adult to its WIOA Dislocated Worker (18 percent of their Adult allocation.)

As a state, five providers requested and received a transfer of their combined Dislocated Worker

allocation to WIOA Adult. The total amount transferred was \$875,441 (16 percent of the total state WIOA Dislocated Worker allocation for providers.)

- WDA 1 transferred \$70,376 of its WIOA Dislocated Worker to WIOA Adult (82 percent)
- WDA 2 transferred \$62,065 of its WIOA Dislocated Worker to WIOA Adult (75 percent)
- WDA 5 transferred \$360,000 of its WIOA Dislocated Worker to WIOA Adult (72 percent)
- WDA 7 transferred \$183,000 of its WIOA Dislocated Worker to WIOA Adult (84 percent)
- WDA 8 transferred \$200,000 of its WIOA Dislocated Worker to WIOA Adult (59 percent)

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

### Waivers 4 and 5:

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

USDOL granted Minnesota waivers to enable the state to allocate a portion of formula and/or Rapid Response funding to incumbent worker training. This allows the

state's WIOA resources to remain responsive to evolving labor market conditions.

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

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

to create regional collaborations among American Job Centers, educational institutions, labor, and nonprofits (element 7).

#### **Waiver 6:**

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

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

**Impact of Waiver:** This waiver encourages use of OJT by removing the barrier imposed by the lack of credential that accompanies completion of an OJT agreement. Over the course of PY 2015, 51 individuals accessed OJTs benefits in WIA/WIOA Dislocated Worker, 24 of whom were excluded from the credential measure, indicating that local program providers appreciate this freedom with program performance impacts. The waiver was not quite as popular in WIOA Adult; only 1 participant was exempted from the credential measure of the 34 who participated in OJT in PY 2015. The waiver also supports co-enrollment efforts, as Minnesota co-enrolls all Trade Adjustment Assistance (TAA) eligible participants into the Dislocated Worker program. Since a credential is not required with an OJT under TAA law, the OJT credential waiver is necessary to appropriately exclude the Dislocated Worker record from the requirement of an accompanying credential. Based on this experience, we will

continue to seek out and develop opportunities to appropriately credential training activities included in on-the-job training programs.

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

#### **Youth Program Waivers**

The State of Minnesota had two waiver requests operating in PY 2015 that impacted youth program operations:

#### **Waivers 1 and 2:**

TANF Summer Youth (Design and Performance)

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

**Impact of Waivers:** A total of thirty youth were served under the two waivers in PY2015; of the thirty, Minnesota youth service providers chose to continue twenty-one of these youth in WIOA beyond the end of the TANF project.

#### **Advancement of Job-Driven**

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

# DISLOCATED WORKER PROGRAM

Program Year 2015 (July 1, 2015 – June 30, 2016) brought challenges and opportunities for the Dislocated Worker program in Minnesota. One of the persistent principal challenges is a high number of long-term unemployed program participants.

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

## INDIVIDUALS SERVED DURING PY 2015

In PY 2015, the federally funded Dislocated Worker program served 2,549 individuals, a decrease of 1,249 individuals as compared to PY 2014, when providers served 3,798 individuals. Minnesota expended \$5,760,817 in serving these customers during PY 2015. This reduction in service levels is consistent with reduced federal funding for Minnesota's Dislocated Worker program.

## STATE-FUNDED DISLOCATED WORKER PROGRAM

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

The state program served 10,575 individuals in PY 2015, making its enrollment numbers more than four times the size of the WIOA-funded Dislocated Worker program.

**TABLE 1: Minnesota's Population, Labor Force and Dislocated Worker Program by Race and Ethnicity.**

Race or Ethnic Group	Percent of Minnesota's Population	Percent of Minnesota's Labor Force	Percent Served in Minnesota's Dislocated Worker Program
American Indian	1.5%	1.2%	0.8%
Asian American	4.6%	4.8%	3.4%
Black or African American	5.7%	5.6%	8.3%
Hispanic or Latino	5.1%	5.6%	2.9%
Two or More Races	2.6%	5.6%	2.9%
White Alone	84.4%	84.2%	83.9%
All "Not White" Alone	19.5%	19.8%	16.5%



## PROGRAM PARTICIPANTS

The Dislocated Worker program helps customers return to work after a layoff or other challenging life circumstance. The most common enrollment criteria used for the Dislocated Worker program is an individual's eligibility for Unemployment Insurance (UI). Seasonal workers, however, are eligible for UI in Minnesota, but are not eligible for the Dislocated Worker program.

The groups who can access Dislocated Worker services in Minnesota are:

- Workers who have been laid off through no fault of their own;
- Workers who are eligible for the Trade Adjustment Assistance program;
- Self-employed individuals who lost their jobs due to economic conditions;
- Displaced homemakers;
- Individuals who have been long-term unemployed. (The WIOA Dislocated Workers program defines this as unemployed for at least 26 weeks. For Minnesota's state-funded Dislocated Workers program, the number of unemployed weeks is reduced to 15 or more and they need not be consecutive); and
- Veterans.

**TABLE 2: Dislocated Worker Program Services Offered**

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

## ENROLLMENT DEMOGRAPHICS

**Age:** Individuals aged 40 to 54 years comprise 46 percent of the WIOA Dislocated Worker customer population, the largest age group of any other cohort. This age demographic is expected for a program where a majority of participants are workers who have lost their job through no fault of their own.

**Race:** Dislocated Workers program participants closely mirrors the racial and ethnic make-up of Minnesota’s population and labor force as estimated by the U.S. Census Bureau’s 2014 American Community Survey.

**Education:** Most Dislocated Worker program participants do not hold a higher education degree at enrollment. Fifty-five percent have a high school diploma or equivalent as their highest level of education completed. Forty-five percent hold an Associate’s degree, a bachelor’s degree, or post-graduate education. This level of educational attainment is significantly lower than Minnesotans as a whole.

According to Minnesota’s Office of Higher Education, 23 percent of working-age (ages 25-64) Minnesotans have a high school diploma or equivalent as their highest level of education. Forty-nine percent hold an associate’s or bachelor’s degree or post-graduate education; 72 percent have at least some college or higher.

## FOCUSED SOURCES OF FUNDING: NATIONAL EMERGENCY GRANTS

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

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

Official performance is not yet available, although quarterly report data confirmed by local providers yields strong NEG outcomes. For Minnesota’s JD NEG, two providers have served 66 participants, with 57 enrolled in training, nine in on-the-job training, 13 receiving support services, 27 exited, and eight continuing services after completing NEG funded activities.

For Minnesota’s Dislocated Worker Training (DWT) NEG, seven providers served 167 participants, with 126 enrolled in training; 55 in on-the-job training; three accessed apprenticeships, 152 exited, and 32 individuals are continuing services after the NEG’s end date of December 31, 2015. (Support services were not allowed as a part of this grant, although Minnesota would have offered these services through other funding streams.)

For Minnesota’s Sector Partnership (SP) NEG, fifteen providers have served 73 participants, with 46 enrolled in training, seven in on-the-job training, and 10 exited to employment.

## SERVICES OFFERED

The Dislocated Worker program offers a variety of services in Minnesota. These services are housed under four categories: Core, Intensive, Training, and Support. As Minnesota transitions to WIOA, we will categorize the services differently, with core becoming the basic career services, intensive falling in to the more individualized career services, and training and support services remaining largely consistent.

## PROGRAM STRUCTURE

Minnesota has 16 Local Workforce Development Areas (LWDA), each governed by a Local Workforce Development Board (LWDB). Within these 16 LWDAs, a network of WorkForce Centers house hundreds of career counselors who deliver basic and individualized career services to customers. Further, we have better coordinated a regional approach to planning and industry sector partnerships, creating a layer of six regions that perfectly intersect with the 16 Workforce Development Areas, each housing a metropolitan area and intersecting with Minnesota's identified Economic Development Regions.

The counselors working within the WorkForce Centers also research and approve any training pursued by a Dislocated Worker.

In addition to the 16 LWDAs, there are nine certified, independent Dislocated Worker service providers:

- Arrowhead Economic Opportunity Agency;
- Career Management Services
- CLUES;

**TABLE 3: WIA/WIOA Dislocated Worker Program Performance Standards and Outcomes**

Performance Measure	PY 2015 Goal	PY 2015 Outcome	PY 2015 Target Ratio <sup>1</sup>
Number of Customers Served	N/A	2,549	N/A
Entered Employment	85.0%	85.7%	100.8%
Employment Retention	92.5%	93.9%	101.5%
Average Earnings	\$19,100	\$25,187	131.9%
Credential and Employment Rate	69.0%	70.8%	102.6%

<sup>1</sup>Target Ratio is defined as the PY 2015 outcome divided by the PY 2015 goal x100.

- Goodwill/Easter Seals;
- HIRED;
- Jewish Family and Children's Service;
- Lifetrack;
- Minnesota Teamsters Bureau; and
- Resource.

## PROVIDING SERVICES: SMALL AND LARGE LAYOFFS

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

A dislocated worker who is part of a large layoff (more than 50 people in fewer than 30 days) will often enter the Dislocated Worker program through a grant that is specific to that group of workers, which we refer to as a "project". In a project, Minnesota's

Rapid Response Team works with the laid-off workers to develop a Planning and Selection Committee that will choose a single provider to serve the full group of workers affected by the layoff.

## RAPID RESPONSE

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

## PERFORMANCE RESULTS

Minnesota's WIA/WIOA Dislocated Worker Program served 2,549 customers in PY 2015. Minnesota met or exceeded all planned performance goals in PY 2015. Table O at the end of this report includes performance data for each of Minnesota's 16 Local Workforce Development Areas.

## EFFICIENCY MEASURES

These calculations use program expenditure and performance data from the annual performance tables, starting on page 47 found in the back of each year's annual report. Costs per participant served increased from PY 2014 to PY 2015. While there was a modest decline in program expenditures between PY 2014 and PY 2015, the number of participants served declined sharply.

## ACCOMPLISHMENTS FROM PY 2015

- **Performance.** WIOA Dislocated Worker programming in Minnesota met or exceeded all negotiated performance standards. In addition, Minnesota has leveraged state funding of its independent non-profit network of providers to begin emphasizing performance for Minnesotans from communities of color and Minnesotans who are long-term unemployed. DEED finalized policy via state processes to

use state funds specifically as incentives for higher performance in those areas. Since many of the non-profit providers are subcontractors to the Workforce Development Areas that receive WIA/WIOA funds, we believe this cutting-edge practice will have beneficial impacts on federally leveraged dollars as well.

- **Integration.** Dislocated Worker programming in Minnesota enhanced its long-standing tradition of 100 percent co-enrollment with the federal Trade Adjustment Assistance (TAA) program. This program, newly reauthorized by Congress a few months ago, is critical to our agency and system's capacity to provide the very best services to Minnesotans who lose their job for reasons relating to global trade. TAA and Dislocated Worker staff served a key role in the delivery of specific, targeted technical assistance (see next bullet). Another key integration has been the establishment of new

outreach capacity on our Rapid Response team to maximize our impact in communities of color, where mass layoffs may have a lower profile and/or more difficulty in accessibility. DEED has devoted two full-time staff to this effort.

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

- **Case Management Technology.** Dislocated Worker programming got a major boost to case management capacity with the launch of the rewritten Workforce One system in July 2014, which ensured modern platform compatibility, superior security standards, and a more intuitive interface that has already helped career counselors enter more timely and accurate information about Dislocated Worker and TAA program customers. The rewrite has also helped our agency with better reporting on overall program performance and identifying

TABLE 4: Dislocated Worker Program Efficiency Measures

Ratio	Calculation	PY 2013	PY 2014	PY 2015
Per Participant Served by Counselor	Program Expenditures/Participants Served by a Counselor	\$1,764	\$1,566	\$2,260
Cost per Exiter Cost	Program Expenditures/Total Program Exiters	\$3,155	\$3,112	\$3,146
Cost per Entered Employment	Program Expenditures/Participants Employed in the Exit Quarter	\$3,534	\$3,511	\$3,679
Cost per Retained Employment	Program Expenditures/Participants Employed in the Exit and Following Two Quarters	\$3,617	\$3,602	\$3,648
Cost per Individual Attaining a Credential	Program Expenditures/Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$12,063	\$10,832	\$11,878
Cost per \$1.00 in Post-Program Earnings	Program Expenditures/Earnings of Participants Employed in the Exit Quarter	\$0.20	\$0.17	\$0.15

possible areas for technical assistance to the field. Staff on the Workforce One team work closely with program staff to ensure questions are answered timely and all aspects of case management can be tracked appropriately and efficiently. Monthly Sprint review meetings for system updates are provided and Joint Application Design sessions are frequently scheduled to gather program requirements.

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

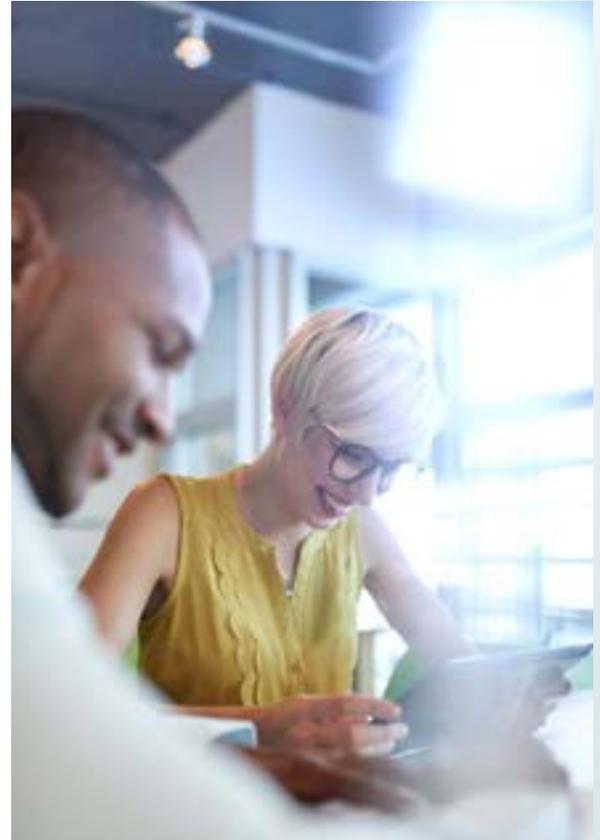
## GOALS FOR PY 2016

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

our shared goals for priority populations.

- **Integration.** With TAA reauthorized, the Dislocated Worker program now once again has a full, well-funded partner in ensuring high-quality services to laid-off Minnesotans. We have already begun a renewed effort to increase petition and case management activity so that we are serving the maximum number and percentage of impacted workers. We will also begin tracking specific key metrics for our new Rapid Response outreach initiative, with preliminary data on their effectiveness available for inclusion in next year’s annual report.
- **Field Assistance.** Minnesota will continue its tradition of statewide training at a training event in the spring and through a series of regional visits statewide. We will be sure to integrate our new six-region emphasis in this plan.
- **Case Management Technology.** Together, Dislocated Worker and TAA will contribute to the continued enhancements in our Workforce One case management system, most notably the additional capacity for electronic document storage and a full exploration of options to conduct and/or track appropriate financial transactions.
- **National Dislocated Worker Grants.** The \$5.75M Sector Partnerships NEG is an opportunity for our agency and local partners to deepen our commitment to meaningful credentials, particularly as it relates to on-the-job training and incumbent worker training. We have begun the preliminary

planning for this NEG, which will forge a regional implementation strategy that aligns with our state Workforce Development Board’s regional and industry sector emphases.



## DISLOCATED WORKER PROGRAM SUCCESS STORIES



### *Success Story: Tracy*

Tracy was working as a Systems Administrative Assistant at McKesson Medical-Surgical when she lost her job due to a company layoff. Shortly after, she was referred to HIRED's Dislocated Worker Program to help her get back to work. In working with her employment counselor and reflecting on her next career move, she realized that returning to an office job would not suit her interests at this stage in her life. She wanted a career in which she could work with her hands, remembering her days of working as an electrical assistant as a teenager. Her HIRED employment counselor suggested that she consider HIRED's Green Construction training program offered in partnership with American Workshop Construction Training Center, and Tracy jumped at the opportunity. She started the program in January of 2016, and by February, she had become one of the best in her class and graduated with top marks. She visited a career fair as she was wrapping up her coursework, and that is where she met a representative from Carpentry Contractors Company (CCC). She sent in an application, knowing that CCC was a company she wanted to work for, and within one week, she got the job and started working. Since then, Tracy has put her training to the test, learning how to build a house from the ground up. She has coworkers that support her, teaching her new tips on the job, and she has leaders who value hard work. She has already received one raise and is poised for another in the coming weeks. Most importantly, she has a new career that allows her to problem solve in new ways and use her physical strength.



### *Success Story: Brad*

In July of 2013 I was laid off from my job as a Spectroscopist. A quick scan of the job market showed that I would not be able to find another job in this field. I enrolled in the Dislocated Worker Program and discussed my options with my Counselor. We decided that I would look for a position as a Quality Engineer. It seemed right for me since I had done QE work many years ago and I love Math, Physics and Engineering.

I took a QE Certification class and the Dislocated Worker Program helped with some of the expenses which was good since I was on a very tight budget at the time. During this time, I attended the Veterans Networking Group at the Anoka County WorkForce Center, as I am an Air Force Veteran. While studying for the QE Certification test I interviewed at numerous companies. Both the Veterans Networking Group and my Counselor provided encouragement when I failed to get hired again, and again...

Finally, in June 2014 after a mere 11 months of being unemployed I passed my CQE exam and was hired as a contractor for a QE position. When I became unemployed again, I re-enrolled in the Dislocated Workers Program and continued attending the Veteran's Networking Group. They provided me with the encouragement that I definitely needed at this time in my life.

In September 2015 I was hired as a QE contract employee at a small, privately owned company in Saint Paul. I absolutely love the work, the owners are great and my coworkers are just as odd and nerdy as I am. Last week I was made a permanent employee and two weeks from now I will be celebrating my 60th birthday. I have no intention of retiring early I love this job too much. This testimonial is a tribute to the folks at the Anoka County and Teamsters Dislocated Worker Program, and those that run the Anoka County WorkForce Center Veterans Networking Group. Without them I don't think I would have made it.

## YOUTH PROGRAM

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

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

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

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

### WHO IS TARGETED FOR COMPREHENSIVE SERVICES?

Minnesota's youth unemployment rate was 9.1 percent for all youth in 2015, and double that for youth of color, youth with disabilities and economically disadvantaged youth.

Minnesota's WIOA Youth Program served 2,716 youth in PY 2015: 35 percent of the youth served had a disability; 50 percent were youth of color; 43 percent were from families receiving public assistance; 15 percent were system-involved youth (foster youth or juvenile offenders) and 14 percent were homeless youth/ runaways; 70 percent were out-of-school Youth. Through the leadership of the LWIBs/Youth Committees, Minnesota's WIOA Young Adult Program provides comprehensive services to youth who are experiencing an "opportunity gap".

To be eligible for WIOA young adult services an individual must be between the ages of 16 to 24, and not attending any school, or an in-school youth between the ages of 14 to 21 who are low-income and at-risk.

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



### COMMUNITY SOLUTIONS FOR OPPORTUNITY YOUTH

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

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



DEED posted a Shared Vision for Youth (SVY) web page to provide the contact information for the state-level interagency workgroup and the capacity of on-going interagency projects which further the goals of serving “opportunity youth” and achieving successful youth outcomes, see: <https://mn.gov/deed/programs-services/office-youth-development/special/shared-vision/>

The webpage includes samples of interagency projects underway at the Local Workforce Development Area (LWDA) level to improve transition outcomes for all at-risk youth with particular emphasis on:

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

## PRIVATE SECTOR PROMOTES YOUTH WORKFORCE DEVELOPMENT

Minnesota’s successful implementation of the WIA Youth Recovery Act in 2009, provided an opportunity for LWDAs/youth service providers to build relationships with new employers, including private sector employers. Local employers play

a variety of roles in supporting youth workforce development goals in high-growth occupations, including:

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

The City of Minneapolis (STEP-UP) and the City of St. Paul (RIGHT TRACK) are nationally-recognized youth employment models that demonstrate the strong role that the private sector can play in supporting youth workforce development goals in urban settings. Central Minnesota Jobs and Training (CMJTS) developed a successful private sector internship model (YOUTH PROTÉGÉS) in Greater Minnesota.

**Minneapolis STEP-UP:**  
[http://www.minneapolismn.gov/cped/metp/cped\\_stepup](http://www.minneapolismn.gov/cped/metp/cped_stepup)

**St. Paul Right Track:**  
<http://rightrack.stpaul.gov/>

**CMJTS Youth Protégés:**  
[http://www.cmjts.org/index.php?option=com\\_content&view=article&id=86:workforceprotegeprogram&catid=2:uncategorised&Itemid=259](http://www.cmjts.org/index.php?option=com_content&view=article&id=86:workforceprotegeprogram&catid=2:uncategorised&Itemid=259)

Beginning in Program Year 2016, new private sector programs are getting underway in the Southeast

and Northeast regions, the City of Duluth, and many other areas of Greater Minnesota.

## LOCAL WORKFORCE DEVELOPMENT BOARDS/ YOUTH COMMITTEES

Local Workforce Development Boards/Youth Committees assure that:

- The youth service strategy fits into the overall vision and strategic direction for workforce development established in the region.
- Youth from all backgrounds can connect to work, school and service.
- Promote effective learning environments linking education and employment, leadership development, nurturing mentors, introduction to career pathways and sustained support for at-risk youth.
- Reconnect out-of-school youth to an educational program where they earn a high school diploma and transition to post-secondary training where they earn recognized credentials.
- Identify eligible service providers under WIOA and provide oversight.
- Leverage resources to effectively serve youth.
- Initiate focus groups to identify youth needs and service gaps.

Minnesota developed a Youth Committee Resource Guide, which provides a snapshot of cooperative youth partnerships underway in Minnesota’s 16 Local Workforce Development Areas. See our Youth Committee Resource Guide (see: [https://mn.gov/deed/assets/youth-committee-guide\\_tcm1045-222605.pdf](https://mn.gov/deed/assets/youth-committee-guide_tcm1045-222605.pdf)).

## PERFORMANCE RESULTS

Minnesota's WIOA Youth Program served 2,716 youth in PY 2015. Minnesota met or exceeded all planned performance goals in PY 2015. Table O at the end of this report includes performance data for each of Minnesota's 16 Local Workforce Development Areas.

## COST-EFFECTIVENESS ANALYSIS: WIOA YOUTH PROGRAMS

- Total WIOA Youth Expenditures: \$8,104,455
- Total WIOA Benefits: (Wages + Earnings): \$11,564,456
- Cost/Benefit Ratio: \$1.42 for each \$1 of WIOA Youth Formula Grant Funds.
- Post-Program Participant Wages: \$3,460,001
- Youth Program Earnings Through Participation: \$7,699,233

## OTHER POSITIVE RESULTS

- Students remained in school as a result of participation in WIOA.
- Dropouts returned to school during or after participation in WIOA.

- Savings were realized due to fewer out-of-home placements, reduced crime and judicial system costs.
- Juvenile offenders were able to use a portion of their earnings to pay restitution.
- Development of responsible work habits, work readiness credentials, citizenship skills and parenting skills occurred.
- Savings to taxpayers through participants leaving (or not entering) public assistance programs.

## PERFORMANCE ACCOUNTABILITY

DEED's Office of Youth Development completed an analysis of WIA Youth exiters from PY 2004 to PY 2013, and developed a chart that depicts Minnesota's commitment to serving the neediest youth (see: [https://mn.gov/deed/assets/exiter-comparison\\_tcm1045-134260.pdf](https://mn.gov/deed/assets/exiter-comparison_tcm1045-134260.pdf))

Youth with disabilities are served at a level that is over three times the national average; foster youth, juvenile offenders, homeless youth and runaways, approximately

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

DEED negotiated youth performance goals with Minnesota Local Workforce Development Areas (LWDAs) individually as part of the local planning process. DEED considered such factors as local labor market conditions, customer characteristics, and whether the LWDA planned to target hard-to-serve youth.

## PARTNERSHIPS TO LEVERAGE TANF RESOURCES

DEED, DHS, and the MWCA developed a partnership to serve teen parents receiving MFIP benefits or in TANF-eligible households.

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

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

In 2011, Minnesota used TANF Innovation funds for a targeted Teen Parent Summer Youth Project in an effort to address disparities

**Table 5: WIA/WIOA Youth Performance Standards and Outcomes**

Performance Measure	PY 2015 Goal	PY 2015 Outcome	PY 2015 Target Ratio <sup>2</sup>
Number of Customers Served	N/A	2,716	N/A
Younger Youth Skill Attainment	94.0%	94.7%	100.7%
Younger Youth Diploma/Equivalent	88.0%	78.0%	88.63%
Younger Youth Placement and Retention	84.0%	83.8%	99.8%
Older Youth Entered Employment	78.0%	82.4%	105.6%
Older Youth Retention	88.0%	89.0%	101.1%
Older Youth Wage Gain	\$5,500	\$6,382	116.0%
Older Youth Credential	58.0%	60.1%	103.6%

<sup>2</sup>Target Ratio is defined as the PY 2015 outcome divided by the PY 2015 goal x100.



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

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

In 2014 and 2015 TANF Innovation Projects served 274 participants in the following target groups: 1) Teen parents, ages 16 through 24, receiving benefits under MFIP; and 2) Younger youth, ages 14 through 18, who are on the grant in MFIP households.

Co-enrollment in the WIOA Youth Program and/or the Minnesota Youth Program and the approval of waivers by USDOL/ETA to allow flexibility in program design

and performance measures for co-enrolled WIA Youth have contributed to the success of these projects .

The TANF Innovation Project webpage includes participant success stories (see: <https://mn.gov/deed/programs-services/office-youth-development/special/tanf/>).

### MINNESOTA YOUTH AT WORK COMPETITIVE GRANTS

The Minnesota Legislature provided \$3.3 million per year for grants that are awarded through open competition for projects to provide summer or year-round work experience and introduction to career pathways for youth ages 14 to 24, who are under-represented in Minnesota's workforce. Special consideration provided for projects which:

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

- Serve youth with disabilities.

For more information on the Minnesota Youth at Work Competitive Grants (see: <https://mn.gov/deed/programs-services/office-youth-development/special/grants/>)

### MINNESOTA YOUTH PROGRAM – WIOA YOUTH CO-ENROLLMENT OPTION

A \$3.8 million per year investment in the Minnesota Youth Program (MYP) results in services to an additional 3,000 at-risk youth each year through work experience/ experiential learning. An additional 2,695 youth received individualized counseling services and 8,064 received group services through the new Higher Education/Career Advisors component of MYP in State Fiscal year 2015. LWDBs maximize quality services by co-enrolling at-risk youth in MYP and WIOA.

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

Operated under the oversight of the LWDBs, every state dollar invested in MYP yields a return

on investment of \$5.63. For more information on MYP (see: <https://mn.gov/deed/programs-services/office-youth-development/youth-programs/youth-program.jsp> ).

## YOUTHBUILD COORDINATION

The Minnesota Legislature provided \$1 million in state funding which currently supports ten Youthbuild Programs serving at-risk youth ages 16 to 24. Each state dollar is matched by one local dollar. In SFY 2015, 412 youth were served: 94 percent obtained a diploma or GED, 82 percent were placed in employment, and 96 percent were involved in post-secondary training, apprenticeship or the military. The USDOL funded four federal Youthbuild Projects. DEED's Youthbuild web page includes program summaries, location of state and federal programs and best practices (see: <https://mn.gov/deed/programs-services/office-youth-development/youth-programs/youthbuild.jsp> ).

## WORKPLACE SAFETY FOR TEENS

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

## DISABILITY EMPLOYMENT INITIATIVE – PARTNERS FOR YOUTH

In 2015, DEED completed a three-year, \$2.9 million Disability Employment Initiative (DEI) grant to improve education, training, and employment opportunities and outcomes for youth with disabilities, ages 14- 24, who were one or more of the following: foster youth, teen parent, homeless, out-of-school or at-risk of dropping out of school, or ex-offender. The project operated in three LWDAs: Rural Minnesota CEP, Inc., South Central Workforce Council; and Workforce Development, Inc. (Southeast Minnesota). For lessons learned from the Partners for Youth DEI Project, see: <https://mn.gov/deed/programs-services/office-youth-development/special/disability-employment-initiative/> ).

## WIOA YOUNG ADULT PROGRAM – TRANSITION YEAR

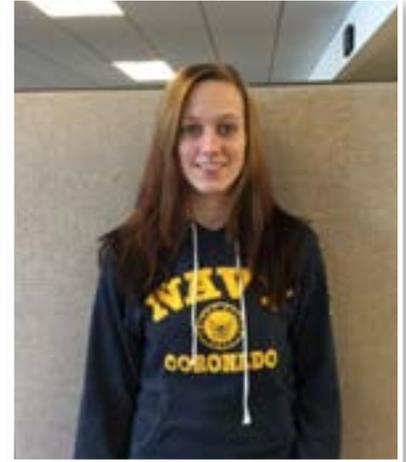
A state/local workgroup met during the 2015, to support the transition of Minnesota youth from WIA to the WIOA Young Adult Program. The workgroup provided feedback to the redesign of Local Youth Plans to encompass both state and federal youth programs. The workgroup also provided feedback on the State's definition of Out of School Youth (a key component of WIOA eligibility), provided feedback to new policies, to waiver requests, and the transition of WIA youth to WIOA in WF1, the automated case management system. A webpage has been established containing for the WIOA Young Adult Program (see: <http://www.mn.gov/deed/programs-services/office-youth-development/youth-programs/wioa-youth.jsp> )

## YOUTH PROGRAM SUCCESS STORIES



### Success Story: Tanner

Tanner came to Southeast WDI in April 2014 when he was in the 10th grade. He found that it was difficult to secure employment on his own with his social phobia, ADHD, and Asperger's. Tanner was also struggling in school and was at risk of not graduating on time, so he co-enrolled in the DEI program. In June of 2015, Tanner started a work experience through the Mantorville Theatre Company. Tanner has now started his senior year and is thinking about his next job as he completes his work experience.



### Success Story: Brandi

Brandi - "Before starting to work with the Stearns-Benton Employment & Training Council's Youth Program I was a single mom, working 3 jobs and a full time student. I was struggling to make ends meet and to have enough time to succeed in school. I received help with career advice, budgeting, tuition, and occasional child care. I now know how to budget and set priorities. I couldn't have stuck through school without my Career Planner. I am a Certified Surgical Technologist at SW Minnesota Orthopedics and Sports Medicine, and I recently bought a house."



### Success Story: Hajir

Hajir was a refugee who had been in the United States for two years when he was referred to the Southwest Minnesota Private Industry Council (PIC) Youth and Young Adult Programs. In the summer of 2012, Hajir was placed in a work experience position at Goodwill and was later placed in a work experience at the Marshall Public School during the school year. When the school year came to an end, Hajir was kicked out of his home and dealing with being

homeless. Through integrated partner services, he was able to obtain his own apartment. Hajir began a work experience at the Marshall Area Technical Education Center (MA-TEC) where he was also attending classes. He graduated from MA-TEC with his high school diploma on May 20th, 2016 and will continue his work experience at MA-TEC while focusing on additional advanced training options, tentatively in the healthcare field.



# ADULT PROGRAM

The WIA/WIOA Adult program provides employment and training assistance to adults who face significant barriers to employment. Minnesota’s Adult program prioritizes individuals who receive public assistance, individuals living with low incomes, and Veterans.

For each customer, the overarching goal is employment or enhancement within his or her occupation. Generally, Adult program customers work to increase their earnings, retain employment, and diversify their occupational skills. In PY 2015, Minnesota’s Adult program served 152,768 individuals. Of those, counselors worked one-on-one with 1,832 individuals while 148,390 were self-service customers who accessed services available in the resource areas of WorkForce Centers throughout the state. Minnesota expended a total of \$7,018,499 in providing these services during PY 2015.

## SERVICES OFFERED

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

**TABLE 6: Adult Program Services Offered**

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

## PROGRAM ORGANIZATION

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

## PROGRAM CUSTOMERS

During PY 2015, 63 percent of Adult program customers were not employed at time of initial service, a slightly declining percentage over the previous two years. 38 percent received some form of public assistance, also a slight decline from previous program years. 30 percent

customers were single parents, a share that has been relatively consistent over the past few years.

The percentages of high school graduates and older workers held relatively steady since PY 2013. There was a significant decrease in percentage of persons living with a disability that presented a barrier to self-sufficiency between PY 2013 and PY 2014. That percentage then remained steady through PY 2015. The share of customers with limited English speaking ability increased since PY 2013, but stayed steady from PY 2014.

## PERFORMANCE RESULTS

Minnesota’s WIA/WIOA Adult Program served 1,832 adults in PY 2015. Minnesota met or exceeded all planned performance goals in PY 2015. Table O at the end of this report includes performance data for each of Minnesota’s 16 Local Workforce Development Areas.

## EFFICIENCY MEASURES

These calculations use program expenditure and performance data from the annual performance tables, starting on page 47, found in the back of each year’s annual report. Reduced spending on public assistance, unemployment insurance, childcare, state-funded health insurance, and incarceration are a few of the likely positive impacts of the Adult program that are difficult to capture in an efficiency analysis. Nevertheless, efficiency measures provide perspective on the efficiency of the Adult program over time.

**TABLE 7: WIA/WIOA Adult Customer Characteristics**

Characteristic	PY 2013	PY 2014	PY 2015
Customers Served	2,031	2,061	1,832
Not Employed at Time of Initial Service	67.6%	65.5%	62.5%
Receiving Some Form of Public Assistance	40.9%	38.2%	41.7%
No High School Diploma at Time of Initial Service	5.8%	5.5%	5.1%
Single Parent	30.7%	30.7%	30.6%
Veteran	3.6%	4.1%	3.8%
Living with a Disability that Presents a Barrier	8.0%	4.1%	4.7%
Older Workers, Age 55+	10.4%	10.7%	10.9%
Limited English Speaking Ability	3.7%	5.7%	5.7%

**PERFORMANCE EVALUATION**

Each year, state administrators with DEED and local representatives negotiate performance standards with the USDOL. Minnesota uses several tracking tools and designated performance staff members to follow program performance during the year. Persistent attention to program performance and adherence to program plans allows program managers to address the most pressing needs, identifying new trends before they create challenges for our customers. Each Local Workforce Service Area plans accordingly and strives to meet, if not exceed, the negotiated performance standard.

For PY 2015, the Adult program has exceeded all four of its

annual performance goals as negotiated with the USDOL, serving 1,832 individuals as they sought to obtain or improve their employment.

**ACCOMPLISHMENTS FROM PY 2015**

- **Performance & Participant Characteristics.** WIOA Adult programming in Minnesota met or exceeded all negotiated performance standards. WIOA Adult is consistently serving people of color, with limited English proficiency, and occurrence of homelessness on a greater scale than other programs and doing so successfully with high success rates of exiting. Of all participants throughout the state in PY 2015, 25 percent identified as African

American/Black compared to 6 percent of all Minnesotans in 2015 identifying as Black according to Census data. Just under six (5.7) percent of participants identified that they had limited English proficiency, and of these 52 percent had a successful exit within PY 2015, while 3.7 percent of participants identified as homeless with 49 percent of these participants successfully exiting the program. As WIOA Adult’s demographic characteristics indicate, Minnesota is proud to continually serve people of color and those needing employment and training assistance across Minnesota.

- **Technical Assistance.** WIOA Adult programming was an integral part of our statewide technical assistance efforts to career counselors, including our annual statewide Joint Counselor Training. The agenda contained support and learning opportunities for counselors ranging from specific strategies to better serve SNAP recipients and refugees to learning better research and data practices. The Joint Counselor Training included programming from DEED as well as from our partners in the Department of Human Services and programs and counselors involving public assistance. This combination reinforced Minnesota’s integrated approach and ensured the maximum amount of peer learning across related programs.

**TABLE 8: WIA/WIOA Adult Program Performance Standards and Outcomes**

Performance Measure	PY 2015 Goal	PY 2015 Outcome	PY 2015 Target Ratio <sup>3</sup>
Number of Customers Served	N/A	1,832	N/A
Entered Employment	82.0%	85.9%	104.8%
Employment Retention	86.0%	90.5%	105.2%
Average Earnings	\$13,000	\$14,634	112.6%
Credential and Employment Rate	73.0%	77.9%	106.7%

<sup>3</sup>Target Ratio is defined as the PY 2015 outcome divided by the PY 2015 goal x100.

■ **Case Management Technology.** WIOA Adult programming got a major boost to case management capacity with the launch of the rewritten Workforce One system in July 2014, which ensured modern platform compatibility, superior security standards, and a more intuitive interface that has already helped career counselors enter more timely and accurate information about Adult program customers. The rewrite has also helped our agency with better reporting on overall program performance and identifying possible areas for technical assistance to the field. Staff on the Workforce One team work closely with program staff to ensure questions are answered timely and all aspects of case management can be tracked appropriately and efficiently. Monthly Sprint review meetings for system updates are provided and Joint Application Design sessions are frequently scheduled to gather program requirements.

## LOOKING AHEAD: GOALS AND PRIORITIES FOR PY 2016

Minnesota currently has a strong economy, relatively low unemployment rate, and high education attainment. However, that does not apply to the entire population in the state. Not all Minnesotans benefit equally from the current robust economy. Meeting the needs of those individuals require funds, regional coordination, strong partnerships, and innovative and inclusive models that allow adult workers with various backgrounds and experiences to enter an industry that can provide a sustainable living. The State used current

**TABLE 9: Adult Program Efficiency Measures**

Ratio	Calculation	PY 2013	PY 2014	PY 2015
Cost Per Participant Served by Counselor	Program Expenditures/Participants Served by a Counselor	\$3,738	\$3,942	\$3,831
Cost per Exiter	Program Expenditures/Total Program Exiters	\$7,287	\$7,339	\$6,559
Cost per Entered Employment	Program Expenditures/Participants Employed in the Exit Quarter	\$11,921	\$13,911	\$12,488
Cost per Retained Employment	Program Expenditures/Participants Employed in the Exit and Following Two Quarters	\$8,819	\$10,746	\$8,507
Cost per Individual Attaining a Credential	Program Expenditures/Training Participants Employed in the Exit Quarter, Earning a Credential by the Third Quarter	\$14,889	\$17,777	\$15,807
Cost per \$1 in Post-Program Earnings	Program Expenditures/Earnings of Participants Employed in the Exit Quarter	\$0.67	\$0.83	\$0.59

labor market data to determine five sector-based occupations on which to focus: manufacturing, health care, transportation, IT, and agriculture. Our Adult programming therefore, will focus participants toward programs in these sectors, meeting the needs of the state while tailoring the services offered to the participant's individual goals.

Minnesota has also established a Pathways to Prosperity (P2P) to support increased participation of enrollees in career pathway programming to strengthen development of increased career awareness, acquisition of basic skills education, participation in skills-training programs, and placement into positions in high growth, high demand industries capable of long-term employment at wages permitting family self-sufficiency. This programming is a competitive grant program that is encouraged to partner and co-enroll with WIOA Adult in order to better serve participants throughout the state in finding work and family sustaining wages

in the targeted sectors Minnesota has identified.

A career pathways model will be continue to be integrated within WIOA Adult programming in the following ways:

- Initiatives that incorporate basic and high-level skills that align with the skill needs of industries in the local economy and prepare adults to be successful in secondary or postsecondary education options.
- Services that emphasize experiential learning and work-based learning as a tool in creating an effective learning environment for adults with limited education.
- Counseling to support adults in achieving the individual's education and career goals.
- Services that result in the acquisition of industry sought and recognized credentials.
- Access to academic program that are grounded in standards, clear performance expectations, and graduation exit.

## ADULT PROGRAM SUCCESS STORIES



### Success Story: Ndi

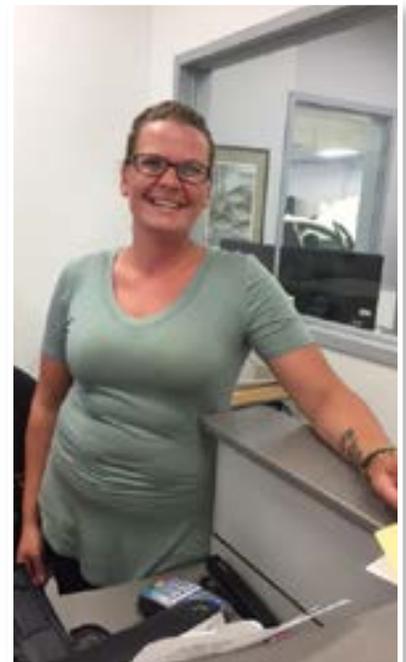
What a wonderful blessing it has been for me and my family to be able to get this training so that I can support my family. On September 24, 2014 I came to America from Cameroon, Africa with my wife and three children, seeking safety and a better life for my family.

When I arrived I was reunited with my Cameroon community and that is where I heard about Angela and the Washington County Workforce Center, and that she might be able to help me with tuition costs to further my education. Angela assessed my previous work experience and interest, which led to me attending Century College to get my Class A CDL training. In January of 2015 I started working with Denise Rimbold and Velvet Walker at Century College to get enrolled. I am really grateful to Nick, an Instructor at Century, who didn't give up on me when I kept on having trouble backing up my 53 foot rig.

Right after passing my Class A CDL license, I started working for Meister Transportation, which brought me to Illinois, Missouri, Kansas, North Dakota and Indiana. A year later I still continue to make runs for Meister Transportation and I also work for Our House of Minnesota. I am so very grateful to be able to support my family. It was wonderful working with Angela because she is always encouraging, advising and counseling me, even to this very day.

### Success Story: Brooke

When I came to Rural Minnesota CEP, Inc. (RMCEP) I was looking for the right job. My previous employment was in production but I have 5 years' experience in office related positions. I knew what I wanted and just needed a little help. I knew my capabilities and was not just going to settle for any job. The staff at RMCEP enrolled me into the WIOA Adult program and helped me become career ready, create a good resume, obtain a Gold level National Career Readiness Certificate (NCRC), and assisted me with some specific Microsoft Office 2013 training and as well as work training experiences. The staff at RMCEP were absolutely amazing. Nicole could not have been more supportive to me. She understood me and what I was looking for and needed. I am currently working at Nereson's Chevrolet as an administrative assistant and absolutely love what I am doing. I would highly recommend the MN Workforce Center and RMCEP. They will not let you down; they will help you in every way.

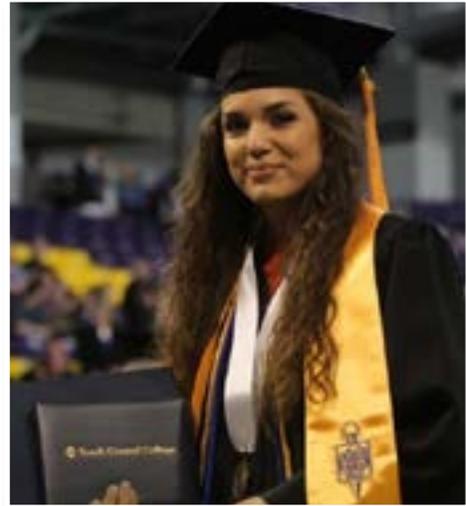


## Success Story: Sharon

Sharon's career journey began in fall 2013 when she completed her GED and then enrolled in the South Central Minnesota FastTRAC Pathways to Healthcare Program and WIOA Adult Program. Sharon dropped out of school in 9th grade while living in Texas. She is currently married with two boys and living in South Central Minnesota. Sharon has a limited paid work history and has only had a few entry level jobs in cleaning, retail and fast food. She has been a homemaker most of her working career, raising both her sons and handling the medical needs of her youngest. Her son's medical needs have prevented her from pursuing her education and employment dreams until recently.

After completing her GED and FastTRAC Pathways to Healthcare Careers exploration class, Sharon's confidence started rising. She learned about different healthcare careers in the class and earned her National Career Readiness Certificate (NCRC). Sharon started her career path by taking the Nursing Assistant and Medical terminology course at South Central College through the FastTRAC program where she received additional educational and navigational support in the college course.

Sharon enrolled into the Certified Medical Assistant program and pursued her Associates Degree in science with the help of the WIOA Adult program. Sharon has since graduated with high honors as a Medical Assistant in May 2016. She just completed her summer internship and is currently interviewing for Medical Assistant positions. Sharon is excited to start working in her new career and help her family financially. Sharon stated, "After being out of school for so long, I couldn't have done it without the program help." Sharon has also given back to the WIOA program by speaking to the WIOA youth groups about pursuing your dreams and being successful. Sharon now has a lifelong skill in a field she loves and is thankful for the help from the WIOA Adult and FastTRAC programs.





## VETERAN SERVICES

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

- Educating WFC staff
- Screening for Veteran's Status
- Offering special programs for Veterans
- Priority Ranking for Job Vacancies
- Priority Access to Workshops;
- Annual Veterans Career/Job Fairs
- Veteran Services to Employers
- Outreach to Veterans within the WorkForce Centers

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

Veteran staff offer special programs for incarcerated Veterans through a community steering committee in a diversionary court program operating in several counties. This program is intended to provide an alternative to prison time for those whose military service may have precipitated their criminal behavior, diverting Veterans to community services which may be more appropriate for them.

DEED's Veteran Services program also provides specialized services to targeted populations of Veterans that have traditionally been underserved. Dedicated staff currently provide intensive employment services to Native American Veterans, Women Veterans, and Veterans released from a correctional facility.

**Table 10: Veterans Data for Program Year 2015**

	Number of Veterans who received staff assisted services through W-P and WIA	Number of Veterans who received staff assisted services by DVOP and LVER	Number of Veterans who received intensive services by DVOP
Program Year 2015	20,966	364	841

## GOLD CARD VETERANS

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

## PRIORITY RANKING FOR JOB VACANCIES

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

All veterans that meet the minimum criteria for the job are displayed at the top of the list and are denoted with the American flag for the employer’s benefit. When employers are listing job vacancies, they are able to identify themselves as a “Veteran Friendly Employer”. Private employers are also encouraged to add the verbiage “Veterans Encouraged to Apply” to job postings, per Minnesota State Statute 197.455.

## PRIORITY ACCESS TO WORKSHOPS

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

## ANNUAL VETERAN CAREER/ JOB FAIR

Since 2006, DEED has hosted an annual Veterans Career/Job Fair in July, the month proclaimed to be “Hire A Veteran” month in Minnesota by Governor Mark Dayton. The event continues to grow; by 2016, there were 242 exhibitors, of which 225 were employers. Approximately 650 Veterans attended, and 40 percent of participating employers reported hiring a Veteran they met at the DEED Veterans Career/Job Fair.



## VETERAN SERVICES TO EMPLOYERS

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

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



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# PERFORMANCE RESULTS

## TABLES A-Q

TABLE A –

Workforce Innovation and Opportunity Act Customer Satisfaction Results						
Customer Satisfaction	Negotiated Performance Level	Actual Performance Level	Number of Surveys Completed	Number of Customers Eligible for the Survey	Number of Customers Included In the Sample	Response Rate
Participants	77.0%	79.9%	540	4,497	1,049	51.5%
Employers	78.0%	71.0%	1,204	5,533	1,680	71.7%

TABLE B –

Adult Program Results			
Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82.0%	85.9%	562
			654
Employment Retention Rate	86.0%	90.5%	825
			912
Six Months Average Earnings	\$13,000	\$14,634	\$11,926,323
			815
Employment and Credential Rate	73.0%	77.9%	444
			570

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	90.1%	220	70.0%	28	78.2%	43	70.6%
222			40		2		85	
Employment Retention Rate	89.0%	314	88.9%	32	84.8%	50	90.5%	67
		353		36		59		74
Six Months Average Earnings	\$12,652	\$3,909,505	\$14,626	\$453,412	\$12,409	\$595,624	\$13,251	\$861,283
		309		31		48		65
Employment and Credential Rate	77.8%	165	60.0%	12	67.7%	21	69.2%	18
		212		20		31		26

TABLE D –

Other Outcome Information for the Adult Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	83.3%	5	83.4%	251	88.2%	306
		6		301		347
Employment Retention Rate	100.0%	2	89.4%	329	91.1%	494
		2		368		542
Six Months Average Earnings	\$5,426	\$10,846	\$13,554	\$4,404,921	\$15,390	\$7,510,556
		2		325		488

TABLE E –

Dislocated Worker Program Results				
Reported Information	Negotiated Performance Level		Actual Performance Level	
Entered Employment Rate	85.0%		85.7%	1,566
				1,827
Employment Retention Rate	92.5%		93.9%	1,579
				1,682
Six Months Average Earnings	\$19,100		\$25,175	\$38,749,073
				1,539
Employment and Credential Rate	69.0%		70.8%	485
				685

TABLE F –

Outcomes for Dislocated Worker Special Populations								
Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	88.7%	110	82.1%	64	78.4%	373	80.0%	4
		124		78		476		5
Employment Retention Rate	90.8%	99	91.1%	72	91.0%	354	100.0%	3
		109		79		389		3
Six Months Average Earnings	\$26,168	\$2,590,593	\$18,488	\$1,257,194	\$22,994	\$7,840,966	\$9,347	\$28,040
		99		68		341		3
Employment and Credential Rate	76.6%	36	73.1%	19	55.7%	64	50.0%	2
		47		26		115		4

TABLE G –

Other Outcomes for the Dislocated Worker Program						
Reported Information	Individuals Who Only Received Core Services		Individuals Who Only Received Core and Intensive Services		Individuals Who Received Training Services	
Entered Employment Rate	83.3%	10	84.1%	952	88.4%	604
		12		1,132		683
Employment Retention Rate	100.0%	5	93.6%	925	94.2%	649
		5		988		689
Six Months Average Earnings	\$21,833	\$103,163	\$25,212	\$22,816,656	\$25,156	\$15,823,254
		5		905		629

TABLE H.1 –

Youth (14-21) Program Results			
Reported Information	Negotiated Performance Level		Actual Performance Level
Placement in Employment or Education	N/A		66.1%
			970 1,467
Attainment of Degree or Certificate	N/A		35.7%
			507 1,419
Literacy and Numeracy Gains	N/A		23.3%
			85 365

TABLE H.1.A –

Outcomes for Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Placement in Employment or Education Rate	67.2%	370	100.0%	1	63.7%	379	75.5%	219
		551		1		595		290
Attainment of Degree of Certificate Rate	32.9%	163	0.0%	0	41.2%	247	26.8%	30
		495		0		600		112
Literacy and Numeracy Gains	16.0%	20	0.0%	0	24.5%	23	23.3%	85
		125		0		94		365

TABLE H.2 –

Older Youth (19-21) Program Results			
Reported Information	Negotiated Performance Level		Actual Performance Level
Entered Employment Rate	78.0%		82.4%
			222 267
Employment Retention Rate	88.0%		89.0%
			243 273
Six Months Average Earnings	\$5,500		\$6,382
			\$1,703,905 267
Credential Rate	58.0%		60.1%
			203 338

TABLE I –

Outcomes for Older Youth Special Populations								
Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	82.5%	94	0.0%	0	81.1%	60	83.7%	154
		114		1		74		184
Employment Retention Rate	86.7%	91	0.0%	0	85.1%	57	89.6%	173
		105		0		67		193
Six Months Average Earnings	\$4,863	\$500,843	\$0	0	\$5,623	\$359,866	\$5,793	\$1,094,855
		103		0		64		189
Credential Rate	62.7%	84	0.0%	0	58.5%	55	58.7%	132
		134		1		94		225

TABLE J –

Younger Youth (14-18) Program Results			
Reported Information	Negotiated Performance Level		Actual Performance Level
Skill Attainment Rate	94.0%	94.7%	1,988
			2,099
Youth Diploma or Equivalent Rate	88.0%	78.0%	350
			449
Retention Rate	84.0%	83.8%	496
			592

TABLE K –

Outcomes for Younger Youth Special Populations					
Reported Information	Public Assistance Recipients	Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	95.2%	748	94.3%	837	92.8%
		786		888	
Youth Diploma or Equivalent Rate	74.6%	123	80.0%	164	46.7%
		165		205	
Retention Rate	82.0%	164	80.9%	220	78.3%
		200		272	
					115

TABLE L –

Other Reported Information										
Reported Information	12-Month Employment Retention Rate		12-Month Earning Increase (Adults & Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Placement in Nontraditional Employment		Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
Adults	90.6%	802	\$7,502	\$6,564,394	0.0%	0	\$7,014	\$3,871,997	61.1%	187
		885		875		562		552		306
Dislocated Workers	93.2%	1,630	\$90	\$39,119,473	0.0%	0	\$12,013	\$18,475,614	58.4%	353
		1,749		\$43,560,440		1,566		1,538		304
Older Youth	88.6%	233	\$6,938	\$1,755,211	0.0%	0	\$3,512	\$751,545	N/A	
		263		253		220		214		

TABLE M –

Participant Levels		
Reported Information	Total Participants Served	Total Exiters
<b>Total Adult Customers</b>	<b>152,768</b>	<b>140,245</b>
Total Adult Self-Service Only	148,390	137,345
WIA Adult	150,222	138,415
WIA Dislocated Worker	2,549	1,831
<b>Total Youth (14-21)</b>	<b>2,716</b>	<b>1,590</b>
Younger Youth (14-18)	1,619	1,164
Older Youth (19-21)	1,097	426
Out-of-School Youth	1,286	448
In-School Youth	1,430	1,142

TABLE N –

Cost of Program Activities	
Program Activity	Spending
Local Adults	\$7,018,499
Local Dislocated Workers	\$5,760,817
Local Youth	\$8,104,455
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$2,243,974
National Emergency Grants (NEGs) - WIA	\$2,072,022
<b>Total of All Federal Spending Listed Above</b>	<b>\$25,199,767</b>

TABLE O –

Local Performance – Northwest Minnesota Private Industry Council			
Local Area Name: Northwest Private Industry Council	Total Participants Served	Adults	38
		Dislocated Workers	12
		Older Youth (19-21)	8
		Younger Youth (14-18)	34
ETA Assigned #: 27045	Total Exiters	Adults	15
		Dislocated Workers	7
		Older Youth (19-21)	7
		Younger Youth (14-18)	33
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	63
	Dislocated Workers	85	89
	Older Youth	78	100
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	100
	Older Youth	88	100
	Younger Youth	84	90
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,880	\$15,385
	Dislocated Workers	\$14,516	\$19,100
	Older Youth	\$5,500	\$6,373
Credential/Diploma Rate	Adults	73	72
	Dislocated Workers	69	20
	Older Youth	58	73
	Younger Youth	88	84
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	71
Attainment of Degree or Certificate	Youth (14-21)	N/A	54
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Rural Minnesota CEP, Inc.			
Local Area Name: Rural Minnesota CEP, Inc.	Total Participants Served	Adults	333
		Dislocated Workers	121
		Older Youth (19-21)	111
		Younger Youth (14-18)	227
ETA Assigned #: 27040	Total Exiters	Adults	20
		Dislocated Workers	87
		Older Youth (19-21)	32
		Younger Youth (14-18)	87
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	92
	Dislocated Workers	85	92
	Older Youth	78	81
Retention Rates	Adults	86	93
	Dislocated Workers	92.5	92
	Older Youth	87	93
	Younger Youth	79	82
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,840	\$17,246
	Dislocated Workers	\$12,988	\$19,609
	Older Youth	\$6,200	\$9,631
Credential/Diploma Rates	Adults	73	87
	Dislocated Workers	69	73
	Older Youth	60	64
	Younger Youth	88	81
Skill Attainment Rate	Younger Youth	94	99
Placement in Employment or Education	Youth (14-21)	N/A	66
Attainment of Degree or Certificate	Youth (14-21)	N/A	38
Literacy or Numeracy Gains	Youth (14-21)	N/A	63
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance — Northeast Minnesota Office of Job Training			
Local Area Name: Northeast Minnesota Office of Job Training	Total Participants Served	Adults	140
		Dislocated Workers	34
		Older Youth (19-21)	56
		Younger Youth (14-18)	123
ETA Assigned #: 27035	Total Exiters	Adults	67
		Dislocated Workers	13
		Older Youth (19-21)	17
		Younger Youth (14-18)	41
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	85
	Older Youth	78	100
Retention Rates	Adults	86	92
	Dislocated Workers	92.5	100
	Older Youth	88	100
	Younger Youth	84	72
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,620	\$16,686
	Dislocated Workers	\$14,143	\$16,171
	Older Youth	\$5,500	\$14,491
Credential/Diploma Rates	Adults	73	89
	Dislocated Workers	69	67
	Older Youth	58	83
	Younger Youth	88	41
Skill Attainment Rate	Younger Youth	94	59
Placement in Employment or Education	Youth (14-21)	N/A	69
Attainment of Degree or Certificate	Youth (14-21)	N/A	46
Literacy or Numeracy Gains	Youth (14-21)	N/A	9
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Duluth Workforce Development			
Local Area Name: Duluth Workforce Development	Total Participants Served	Adults	44
		Dislocated Workers	36
		Older Youth (19-21)	18
		Younger Youth (14-18)	29
ETA Assigned #: 27005	Total Exitters	Adults	16
		Dislocated Workers	22
		Older Youth (19-21)	5
		Younger Youth (14-18)	12
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	88
	Older Youth	78	100
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	100
	Older Youth	88	77
	Younger Youth	84	90
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,050	\$14,821
	Dislocated Workers	\$16,235	\$15,054
	Older Youth	\$5,500	\$6,874
Credential/Diploma Rates	Adults	73	100
	Dislocated Workers	69	71
	Older Youth	58	70
	Younger Youth	88	88
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	86
Attainment of Degree or Certificate	Youth (14-21)	N/A	69
Literacy or Numeracy Gains	Youth (14-21)	N/A	33
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Central Minnesota Jobs and Training Services			
Local Area Name: Central Minnesota Jobs and Training Services	Total Participants Served	Adults	156
		Dislocated Workers	93
		Older Youth (19-21)	104
		Younger Youth (14-18)	208
ETA Assigned #: 27105	Total Exiters	Adults	74
		Dislocated Workers	78
		Older Youth (19-21)	49
		Younger Youth (14-18)	172
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	86
	Dislocated Workers	85	94
	Older Youth	79	72
Retention Rates	Adults	86	89
	Dislocated Workers	92.5	90
	Older Youth	86	83
	Younger Youth	83	92
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,230	\$14,365
	Dislocated Workers	\$13,561	\$22,545
	Older Youth	\$5,000	\$4,009
Credential/Diploma Rates	Adults	73	66
	Dislocated Workers	69	78
	Older Youth	59	74
	Younger Youth	88	88
Skill Attainment Rate	Younger Youth	94	99
Placement in Employment or Education	Youth (14-21)	N/A	78
Attainment of Degree or Certificate	Youth (14-21)	N/A	61
Literacy or Numeracy Gains	Youth (14-21)	N/A	38
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance — Southwest Minnesota Private Industry Council			
Local Area Name: Southwest Minnesota Private Industry Council	Total Participants Served	Adults	30
		Dislocated Workers	19
		Older Youth (19-21)	20
		Younger Youth (14-18)	13
ETA Assigned #: 27055	Total Exiters	Adults	14
		Dislocated Workers	16
		Older Youth (19-21)	8
		Younger Youth (14-18)	10
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	93
	Dislocated Workers	85	93
	Older Youth	78	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	96
	Older Youth	85	100
	Younger Youth	75	78
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$8,840	\$13,330
	Dislocated Workers	\$12,988	\$17,047
	Older Youth	\$3,800	\$7,329
Credential/Diploma Rates	Adults	73	83
	Dislocated Workers	69	71
	Older Youth	52	75
	Younger Youth	85	100
Skill Attainment Rate	Younger Youth	90	100
Placement in Employment or Education	Youth (14-21)	N/A	91
Attainment of Degree or Certificate	Youth (14-21)	N/A	57
Literacy or Numeracy Gains	Youth (14-21)	N/A	50
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – South Central Workforce Council			
Local Area Name: South Central Workforce Council	Total Participants Served	Adults	82
		Dislocated Workers	50
		Older Youth (19-21)	51
		Younger Youth (14-18)	53
ETA Assigned #: 27030	Total Exiters	Adults	40
		Dislocated Workers	41
		Older Youth (19-21)	18
		Younger Youth (14-18)	31
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	97
	Dislocated Workers	85	98
	Older Youth	76	91
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	96
	Older Youth	85	89
	Younger Youth	75	85
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,620	\$10,334
	Dislocated Workers	\$14,134	\$16,464
	Older Youth	\$4,000	\$3,244
Credential/Diploma Rates	Adults	73	73
	Dislocated Workers	69	84
	Older Youth	55	57
	Younger Youth	85	88
Skill Attainment Rate	Younger Youth	92	99
Placement in Employment or Education	Youth (14-21)	N/A	85
Attainment of Degree or Certificate	Youth (14-21)	N/A	82
Literacy or Numeracy Gains	Youth (14-21)	N/A	42
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Southeast Minnesota WIB			
Local Area Name: Southeast Minnesota WIB	Total Participants Served	Adults	151
		Dislocated Workers	106
		Older Youth (19-21)	97
		Younger Youth (14-18)	127
ETA Assigned #: 27075	Total Exiters	Adults	55
		Dislocated Workers	74
		Older Youth (19-21)	22
		Younger Youth (14-18)	47
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	98
	Dislocated Workers	85	87
	Older Youth	78	92
Retention Rates	Adults	86	94
	Dislocated Workers	92.5	94
	Older Youth	88	89
	Younger Youth	84	85
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,570	\$10,829
	Dislocated Workers	\$16,999	\$19,986
	Older Youth	\$5,500	\$6,927
Credential/Diploma Rates	Adults	73	84
	Dislocated Workers	69	64
	Older Youth	58	65
	Younger Youth	88	86
Skill Attainment Rate	Younger Youth	94	99
Placement in Employment or Education	Youth (14-21)	N/A	77
Attainment of Degree or Certificate	Youth (14-21)	N/A	57
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Hennepin Carver WSA			
Local Area Name: Hennepin Carver WSA	Total Participants Served	Adults	288
		Dislocated Workers	640
		Older Youth (19-21)	85
		Younger Youth (14-18)	167
ETA Assigned #: 27120	Total Exiters	Adults	220
		Dislocated Workers	499
		Older Youth (19-21)	34
		Younger Youth (14-18)	97
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	81
	Dislocated Workers	85	76
	Older Youth	78	69
Retention Rates	Adults	86	86
	Dislocated Workers	92.5	93
	Older Youth	88	88
	Younger Youth	84	95
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$13,245
	Dislocated Workers	\$20,246	\$29,013
	Older Youth	\$5,000	\$2,632
Credential/Diploma Rates	Adults	73	78
	Dislocated Workers	69	53
	Older Youth	58	31
	Younger Youth	88	65
Skill Attainment Rate	Younger Youth	94	92
Placement in Employment or Education	Youth (14-21)	N/A	75
Attainment of Degree or Certificate	Youth (14-21)	N/A	57
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Minneapolis Employment and Training Program			
Local Area Name: Minneapolis Employment and Training Program	Total Participants Served	Adults	130
		Dislocated Workers	178
		Older Youth (19-21)	292
		Younger Youth (14-18)	295
ETA Assigned #: 27010	Total Exiters	Adults	57
		Dislocated Workers	94
		Older Youth (19-21)	76
		Younger Youth (14-18)	326
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	50
	Dislocated Workers	85	82
	Older Youth	73	75
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	97
	Older Youth	85	82
	Younger Youth	79	74
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$18,671
	Dislocated Workers	\$20,246	\$22,730
	Older Youth	\$3,800	\$3,746
Credential/Diploma Rates	Adults	73	70
	Dislocated Workers	69	63
	Older Youth	53	50
	Younger Youth	88	80
Skill Attainment Rate	Younger Youth	94	94
Placement in Employment or Education	Youth (14-21)	N/A	52
Attainment of Degree or Certificate	Youth (14-21)	N/A	7
Literacy or Numeracy Gains	Youth (14-21)	N/A	25
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

TABLE O –

Local Performance – Anoka County			
Local Area Name: Anoka County	Total Participants Served	Adults	16
		Dislocated Workers	116
		Older Youth (19-21)	21
		Younger Youth (14-18)	32
ETA Assigned #: 27085	Total Exiters	Adults	8
		Dislocated Workers	82
		Older Youth (19-21)	10
		Younger Youth (14-18)	28
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	80
	Dislocated Workers	85	98
	Older Youth	72	100
Retention Rates	Adults	86	75
	Dislocated Workers	92.5	93
	Older Youth	85	100
	Younger Youth	84	80
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$15,934
	Dislocated Workers	\$20,246	\$23,559
	Older Youth	\$5,500	\$5,805
Credential/Diploma Rates	Adults	73	60
	Dislocated Workers	69	91
	Older Youth	58	100
	Younger Youth	88	100
Skill Attainment Rate	Younger Youth	94	98
Placement in Employment or Education	Youth (14-21)	N/A	78
Attainment of Degree or Certificate	Youth (14-21)	N/A	46
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Dakota Scott Workforce Services			
Local Area Name: Dakota Scott Workforce Services	Total Participants Served	Adults	241
		Dislocated Workers	257
		Older Youth (19-21)	39
		Younger Youth (14-18)	88
ETA Assigned #: 27125	Total Exiters	Adults	197
		Dislocated Workers	191
		Older Youth (19-21)	12
		Younger Youth (14-18)	56
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	79
	Dislocated Workers	85	82
	Older Youth	78	100
Retention Rates	Adults	86	89
	Dislocated Workers	82.5	92
	Older Youth	88	56
	Younger Youth	84	86
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$15,715
	Dislocated Workers	\$20,246	\$28,137
	Older Youth	\$5,500	\$6,130
Credential/Diploma Rates	Adults	73	52
	Dislocated Workers	69	79
	Older Youth	58	70
	Younger Youth	88	83
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	54
Attainment of Degree or Certificate	Youth (14-21)	N/A	38
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Ramsey County Workforce Solutions			
Local Area Name: Ramsey County Workforce Solutions	Total Participants Served	Adults	133
		Dislocated Workers	196
		Older Youth (19-21)	148
		Younger Youth (14-18)	194
ETA Assigned #: 27115	Total Exiters	Adults	82
		Dislocated Workers	116
		Older Youth (19-21)	117
		Younger Youth (14-18)	202
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	82
	Dislocated Workers	85	88
	Older Youth	76	76
Retention Rates	Adults	86	89
	Dislocated Workers	92.5	92
	Older Youth	85	90
	Younger Youth	85	80
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$14,307
	Dislocated Workers	\$20,246	\$22,012
	Older Youth	\$4,800	\$4,919
Credential/Diploma Rates	Adults	73	70
	Dislocated Workers	69	59
	Older Youth	55	47
	Younger Youth	85	74
Skill Attainment Rate	Younger Youth	91	95
Placement in Employment or Education	Youth (14-21)	N/A	67
Attainment of Degree or Certificate	Youth (14-21)	N/A	32
Literacy or Numeracy Gains	Youth (14-21)	N/A	9
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
		X	

TABLE O –

Local Performance – Washington County Investment Board			
Local Area Name: Washington County Investment Board	Total Participants Served	Adults	4
		Dislocated Workers	62
		Older Youth (19-21)	13
		Younger Youth (14-18)	22
ETA Assigned #: 27100	Total Exiters	Adults	2
		Dislocated Workers	58
		Older Youth (19-21)	4
		Younger Youth (14-18)	14
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	93
	Older Youth	73	80
Retention Rates	Adults	86	88
	Dislocated Workers	92.5	98
	Older Youth	83	100
	Younger Youth	75	100
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$13,780	\$13,443
	Dislocated Workers	\$20,246	\$26,865
	Older Youth	\$4,000	\$4,717
Credential/Diploma Rates	Adults	73	100
	Dislocated Workers	69	74
	Older Youth	55	50
	Younger Youth	83	67
Skill Attainment Rate	Younger Youth	90	100
Placement in Employment or Education	Youth (14-21)	N/A	88
Attainment of Degree or Certificate	Youth (14-21)	N/A	40
Literacy or Numeracy Gains	Youth (14-21)	N/A	40
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Stearns-Benton Employment and Training Council			
Local Area Name: Stearns-Benton Employment and Training Council	Total Participants Served	Adults	39
		Dislocated Workers	147
		Older Youth (19-21)	28
		Younger Youth (14-18)	5
ETA Assigned #: 27110	Total Exiters	Adults	17
		Dislocated Workers	125
		Older Youth (19-21)	12
		Younger Youth (14-18)	4
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	93
	Older Youth	78	100
Retention Rates	Adults	86	100
	Dislocated Workers	92.5	90
	Older Youth	88	100
	Younger Youth	84	100
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,140	\$19,937
	Dislocated Workers	\$14,898	\$16,749
	Older Youth	\$5,500	\$8,109
Credential/Diploma Rates	Adults	73	100
	Dislocated Workers	69	83
	Older Youth	58	90
	Younger Youth	88	100
Skill Attainment Rate	Younger Youth	94	100
Placement in Employment or Education	Youth (14-21)	N/A	100
Attainment of Degree or Certificate	Youth (14-21)	N/A	100
Literacy or Numeracy Gains	Youth (14-21)	N/A	50
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE O –

Local Performance – Winona County Workforce Investment Board			
Local Area Name: Winona County Workforce Investment Board	Total Participants Served	Adults	7
		Dislocated Workers	7
		Older Youth (19-21)	6
		Younger Youth (14-18)	2
ETA Assigned #: 27080	Total Exiters	Adults	2
		Dislocated Workers	3
		Older Youth (19-21)	3
		Younger Youth (14-18)	4
Reported		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	77	80
	Employers	78	71
Entered Employment Rates	Adults	82	100
	Dislocated Workers	85	100
	Older Youth	75	83
Retention Rates	Adults	86	75
	Dislocated Workers	92.5	86
	Older Youth	84	100
	Younger Youth	84	59
Six-Months Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$9,360	\$7,191
	Dislocated Workers	\$13,752	\$18,408
	Older Youth	\$5,000	\$8,087
Credential/Diploma Rates	Adults	73	67
	Dislocated Workers	69	67
	Older Youth	58	50
	Younger Youth	85	100
Skill Attainment Rate	Younger Youth	94	86
Placement in Employment or Education	Youth (14-21)	N/A	65
Attainment of Degree or Certificate	Youth (14-21)	N/A	74
Literacy or Numeracy Gains	Youth (14-21)	N/A	0
Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
			X

TABLE P –

Veteran Priority of Service		
Reported Information	Total	Actual Performance Level
Covered Entrants Who Reached the End of the Entry Period	9,680	
Covered Entrants Who Received a Service During the Entry Period	9,669	99.9%
Covered Entrants Who Received a Staff-Assisted Service During the Entry Period	9,539	98.5%

TABLE Q –

Veterans' Outcomes by Special Populations						
Reported Information	Post 9/11 Era Veterans		Post 9/11 Era Veterans who Received at least Intensive Services		TAP Workshop Veterans	
	Entered Employment Rate	89.1%	82	89.0%	81	0.0%
		92		91		0
Employment Retention Rate	93.8%	45	93.8%	45	0.0%	0
		48		48		0
Six Months Average Earnings	\$27,769	\$1,159,602	\$25,769	\$1,159,602	0.0%	0
		45		45		0



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Upon request, this information can be made available in alternate formats for individuals with disabilities.