



Minnesota Dislocated Worker Annual Report State Fiscal Year 2016

Minnesota Department of Employment and Economic Development
Report to the Legislature as required by Minn. Stat. 116L.17, Subd. 6(e)

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Table of Contents

- Who We Are and What We Do3**
 - The Customer Experience3
 - Mass Layoffs and the Rapid Response Team4
 - Trade-Impacted Workers and Trade Adjustment Assistance.....5
 - Small Layoffs and Small Layoff Independent Grants (SLIGs).....5
 - National Dislocated Worker Grants (DWGs)5
- How We Do It6**
 - Services6
- Dislocated Worker Program Funding and Performance7**
 - Major Economic Events and Layoffs.....7
 - Program Expenditures8
 - Enrollment.....9
 - Figure 1: Average Number of Days in Dislocated Worker Program SFY 2011-SFY 20169
 - Our Results9
 - Success Stories.....11
 - Success Story: Amy - Southwest Minnesota Private Industry Council11
 - Success Story: Jeff - Anoka County Job Training Center12
 - Accomplishments 2016.....13
 - Looking Ahead to 201713
- Attachment A: State Dislocated Worker Provider Performance14**

This report fulfills the requirements in Minnesota Statutes 116L.17, subdivision 6(e), concerning the state Dislocated Worker program:

(e) The commissioner shall provide a report to the legislature by March 1 of each year on the previous fiscal year's program performance using the data in paragraphs (b) and (d) and analysis of whether local workforce investment boards and eligible organizations involved with substantial layoffs or plant closings are meeting the minimum standards described in paragraph (c). The commissioner shall inform any local workforce investment board or eligible organization that does not meet minimum performance standards in a given year of their status.

Who We Are and What We Do

The Dislocated Worker (DW) program serves laid-off workers and employers in order to mitigate the negative impact of layoffs across the state. The DW program supports workers who have lost their jobs by providing one-on-one career counseling, job search assistance, training, and support services. The program also benefits employers who are looking for a skilled, competitive workforce. Program staff and partners ensure that Minnesota's workers are able to secure permanent jobs in high-demand occupations. The program's benefits are three-fold:

- Workers are able to quickly reintegrate into the workforce at jobs with comparable wages and benefits;
- Employers can depend on a workforce that has the skills and experience to meet their needs in a changing economy; and
- Minnesota remains globally competitive in good and bad economic times.

Minnesota is unique in having both a state funded DW program as well as a federally funded DW program. Most states only have a federally funded DW program, governed by the Workforce Innovation and Opportunity Act (WIOA) of 2014. Minnesota designed its state-run program to closely mirror the federal program, meaning that they are virtually indistinguishable in the eyes of the customer. However, the additional funding provided by our state DW program allows services to be available to many more laid off workers than would be possible under the federally funded DW program alone. In fact, our state funding serves approximately three times the number of workers as the federal funding allows.

The Customer Experience

The primary purpose of the Dislocated Worker program is to serve Minnesotans who have lost their job through no fault of their own (i.e. they neither quit nor were fired). In addition to these individuals, the following groups are eligible for DW program services in Minnesota:

- Self-employed individuals who lose their jobs due to economic conditions;
- Veterans leaving active duty with the armed forces; and
- Certain individuals leaving active duty of the National Guard or armed forces reserves.

To be eligible for the DW program an individual typically must qualify for Unemployment Insurance (UI), even if they are not collecting benefits. The DW program eligibility generally excludes temporary or seasonal workers, however, who tend to make up a large portion of UI recipients.

There are two primary funding streams that support Dislocated Worker service delivery in Minnesota – mass layoff funding (or mass layoff “projects”) and small layoff funding (or small lay off “formula” funding). In the eyes of a dislocated worker, these funding streams are seamless and do not affect their access to services. Additionally, both state and federal funding can be used for either mass layoffs or small layoffs.

Mass Layoffs and the Rapid Response Team

Federal law requires employers with at least 100 employees to notify the Department of Employment and Economic Development (DEED) at least 60 days prior to a mass layoff (more than 50 people in fewer than 30 days) or plant closing. A dislocated worker who is part of a large layoff will often enter the DW program through a “mass layoff project.” Projects are meant to ensure that sufficient and dedicated funding exists to serve all affected workers, and that the service provider can tailor services to meet the unique needs of the workers impacted by a specific layoff. Although these customers can still choose to access DW services at any service provider location, most choose to work with the dedicated mass layoff project provider.

The key to successfully assisting workers affected by a mass layoff is DEED’s Rapid Response team. The Rapid Response Team is the first responder to large layoffs, ensuring a quick initiation of essential services. They find out about upcoming layoffs, coordinate with businesses, and let customers know about the DW program.

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

Upon notification of a layoff event, Rapid Response meets with the employer to discuss size, scope, and timing. In these initial conversations, staff first look for ways to help the employer avoid a layoff. If a layoff does move forward, the next step for Rapid Response is to inform all relevant stakeholders and schedule orientation meetings with workers. In these meetings, specially-trained Rapid Response staff provide in-person information about Unemployment Insurance benefits and services offered by the DW program.

The Rapid Response team will then recruit volunteers to a Planning and Selection Committee. Members of the committee interview bidding providers and evaluate them based on past performance, which creates competition among service providers. Both Workforce Development Areas (WDAs) and Independent Service Providers are eligible to compete for these projects. After this committee chooses

a single provider for the entire group of workers affected by the layoff, it works with the provider to outline specific services required by the group.

Trade-Impacted Workers and Trade Adjustment Assistance

The Trade Adjustment Assistance (TAA) Program is a federal program that offers additional benefits to workers whose jobs were negatively impacted by foreign trade, resulting in a layoff. DEED oversees two core components of the TAA program – we work with employers to certify these layoffs with the federal government in order to unlock these additional benefits and training dollars, and we provide direct case management services to customers who enroll.

In Minnesota, every TAA customer is additionally co-enrolled in the Dislocated Worker program. Since most workers who are separated from employment due to increased imports or a shift in production demand also meet dislocated worker program criteria, co-enrollment allows these impacted workers to access services immediately following a layoff notice, rather than waiting for the layoff to be certified by the federal government. This makes the TAA program both more timely and more effective for trade - impacted workers.

Small Layoffs and Small Layoff Independent Grants (SLIGs)

If a dislocated worker is laid off during a “small layoff event”, i.e. less than 50 individuals are impacted at a single company, they are free to choose any service provider convenient to them to receive services. This can be either a WDA or an independent service provider.

In 2013, DEED implemented Small Layoff Independent Grants (SLIGs), allowing the independent service providers to compete for funding awards to serve those impacted by small layoffs. With a tiered funding structure that rewards high performance in targeted metrics – cost efficiency, outcomes for customers, and outreach to minority populations and long-term unemployed - the DW program is better able to incentivize and fund outstanding service to customers.

National Dislocated Worker Grants (DWGs)

Another potential source of federal funding that DEED uses to serve dislocated workers are the National Dislocated Worker Grants (DWGs). The purpose of DWGs are to provide additional resources to states in order to help them respond to significant mass layoff events, natural disasters resulting in job loss, unexpected economic events, or to implement sector strategies and regional partnerships. In SFY2016, Minnesota administered two DWGs: The Sector Partnership DWG (serving dislocated workers across the state and providing funding for regional planning initiatives), and the Job-Driven DWG (serving long-term unemployed residents in central Minnesota and in Washington County). In good economic times, Minnesota typically has sufficient resources to respond to mass layoffs using existing state and federal funds. In SFY16, Minnesota did not open any new DWGs related to mass layoffs. In the past, however, Minnesota has applied to several DWGs (previously called National Emergency Grants), particularly

during the Great Recession. In SFY16, Minnesota expended \$760,417 to serve 364 customers through DWGs.

How We Do It

DEED oversees both the state and federal Dislocated Worker programs. In order to provide direct services to customers, the DW program provides grants to a network of 16 workforce development areas, each of which is governed by a Workforce Development Board (WDB). This system allows for local input and control over policies to meet community needs. These local considerations are essential in delivering effective services across the state, since economic conditions can vary significantly from region to region.

In addition to the 16 WDAs, nine independent service providers (nonprofits) also offer DW program services:

- Arrowhead Economic Opportunity Agency;
- Goodwill/Easter Seals;
- HIRED;
- Comunidades Latinas Unidas en Servicio (CLUES);
- Jewish Family & Children's Service of Minnesota;
- Lutheran Social Services;
- Lifetrack Resources, Inc.;
- RESOURCE Employment Action Center (EAC), Inc.; and
- Minnesota Teamsters Service Bureau.

Services

The Dislocated Worker program provides a wide variety of services which are individualized to meet the unique needs of each DW customer. Generally, the types of services provided by DW counselors are classified into four categories:

- 1. Career Planning and Counseling:** Professionally trained and experienced counselors help customers assess skills, develop career paths, and set job goals.
- 2. Job Search and Placement Services:** Counselor and program staff provide job search tools (i.e. MinnesotaWorks.net), networking clubs, and workshops on everything from resume building to interview skills.
- 3. Job Training:** Counselors and program staff help customers use funding proactively to develop occupational skills training, on-the-job training, entrepreneurial support, adult basic education, and other types of training.
- 4. Financial Support Services:** The DW program has the ability to support its customers through tough financial times by assisting with transportation costs, family care costs, health care costs, or other emergency aid workers may need to reach their employment goals.

All participants complete an assessment once they enroll in the program and begin working with their counselor. Customers also complete an interest assessment, are provided with local Labor Market Information (LMI) to help inform their job search, and work with their counselor to research available trainings or work-based opportunities that fit with their Individual Employment Plan (IEP). Once the customer is successful in obtaining unsubsidized, suitable employment, they are exited from the program.

Dislocated Worker Program Funding and Performance

The Dislocated Worker program works toward the dual goals of being responsive to the needs of the state's economy while delivering consistently high performance. Many times large layoffs, such as BlueCross BlueShield or the northern Minnesota mining layoffs, are the ones to make the news. However, a significant amount of the program's resources go towards supporting workers who are part of small layoffs, even during good economic times. Since the end of the Great Recession, we have seen declining numbers in the Dislocated Worker Program due to improving economic conditions. However, it now costs more on average to serve these workers who typically require more intensive resources, or have multiple barriers to employment. Our high performance outcomes reflect the work we do on behalf of all Minnesotans, regardless of the current economic conditions.

Major Economic Events and Layoffs

Unemployment in Minnesota remained low throughout SFY2016. Minnesota's unemployment rate (seasonally adjusted) stayed relatively flat throughout the year, from 3.6 percent in July 2015 to 3.8 percent in June 2016. As of December 2016 (the most recent month's data available as of this writing), Minnesota's unemployment rate had ticked up slightly to 3.9 percent, lower than the national seasonally adjusted average that month (4.7%). Minnesota's businesses are hiring, and Minnesota's workers are securing employment and providing for themselves and their families. However, layoffs continue to impact Minnesota workers. Large layoffs at Cliffs Northshore and Magnetation Plant 2 (affecting 685 workers) had a disproportionately high impact on the number of workers affected by mass layoff events this year. SFY2016's 10 largest layoff events affected 2,813 workers, compared to 4,214 workers in SFY15 and 2,943 workers in SFY2014.

The Iron Range in northeast Minnesota continued to be hard-hit by global sales of iron ore and taconite. In November 2015, the Rapid Response team responded to Cliffs Northshore Mining and Magnetation Plant 2, which had to idle its operations or lay off workers. The Northeast Minnesota Office of Job Training continue to serve these impacted workers through the Minnesota Mining Grant established in May 2015.

| Table 2: Top 10 Mass Layoff Events SFY 2016 | |
|---|--------------------|
| Company | Employees Laid off |
| Cliffs Northshore Mining 2015 | 540 |
| Blue Cross and Blue Shield of MN 2015 | 460 |
| Hammerlund 2015 | 300 |
| Bard Medical 2016 | 287 |
| Sodexo St Cloud 2016 | 284 |
| DJO Global - EMPI 2016 | 217 |
| Lakehead Constructors 2016 | 200 |
| Ferrara Candy Co. 2016 | 200 |
| McKesson-Golden Valley Layoff | 180 |
| Magnetation Plant 2 - 2015 | 145 |
| Total Employees Laid Off | 2,813 |

Program Expenditures

Over the course of SFY2016 (July 1, 2015 – June 30, 2016), the Minnesota DW program expended \$24,634,496 to serve 10,644 participants at an average cost of \$2,314 per participant served.

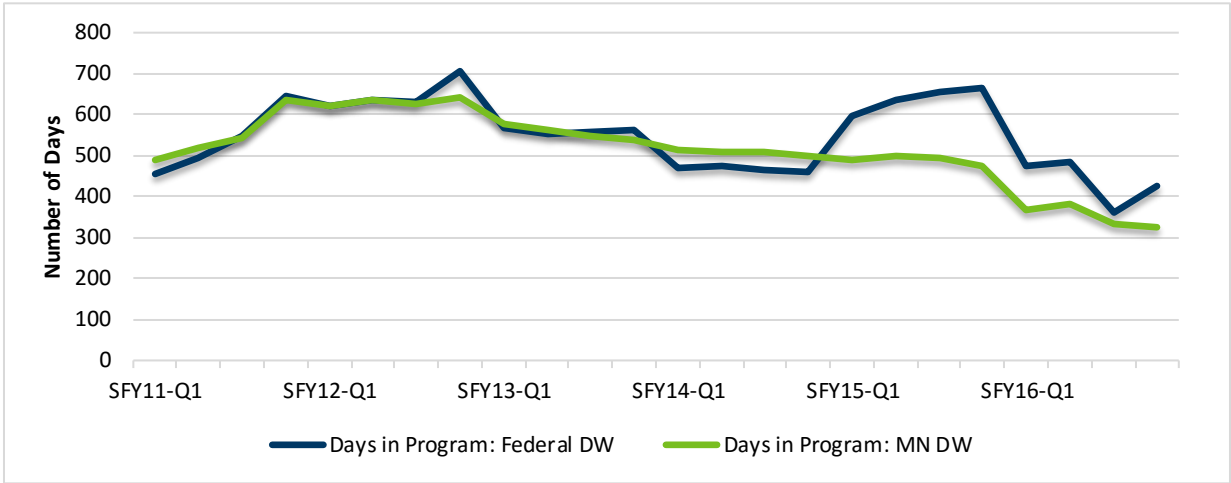
| Table 2: Minnesota Dislocated Worker Program Cost and Benefits | | | | |
|---|-----------------|----------|----------------------------|--|
| The Costs and the Benefits | | | | |
| During SFY 2016, program operators and DEED staff spent | \$24,634,495.94 | to serve | 10,644 participants | We spent \$2,314 per participant. |
| 5,434 exited the program with 4,748 entering unsubsidized employment: 87.4 percent . | | | | |
| On average, Minnesota Dislocated Worker program providers spend \$5,437 per job attained. | | | | |

| Table 3: DW Funding and Customers Served | | |
|--|------------------|---|
| Program | Customers Served | Program Funding Expended (Includes Admin) |
| MN DW | 10,644 | \$24,634,496 |
| Federal DW | 2,558 | \$6,593,711 |
| DWGs | 364 | \$760,417 |
| Total ¹ | 12,974 | \$31,988,624 |

¹ Many times DW customers are enrolled in several funding streams at the same time. For this reason, the sum of the MN DW customers served and the Federal DW customers served will not equal the total. These are not unique customer counts but are the number of customers using these funding streams.

Enrollment

Figure 1: Average Number of Days in Dislocated Worker Program SFY 2011-SFY 2016



In SFY 2016, the Minnesota Dislocated Worker program served over 10,600 customers, around two-thirds more than our federally funded DW program (2,558 customers served). The time customers spend in the state’s DW program continues to drop. In SFY 2016, an average Minnesota DW customer spent just over 352 days in the program, down from an average of approximately 489 days in SFY 2015.

Our Results

The Dislocated Worker program measures success, in part, through four performance measures prescribed by federal law. These measures are:

- Percent of customers who exit the program and **enter employment**;
- Percent of those who **retain that employment** for at least six months;
- **Average earnings** over six months for people who have exited the program into employment; and
- Percent of newly employed customers who also **obtain a credential**.

Each year, the United States Department of Labor (USDOL) offers states the opportunity to review and negotiate their federal performance standards to ensure they are fair, achievable and accurately reflect the uniqueness of each state’s economy. Typically, Minnesota negotiates all four of our performance goals with USDOL each year. However, Minnesota’s performance goals have remained the same for the past two fiscal years, due to the transition from the old Workforce Investment Act (WIA) to the new Workforce Innovation and Opportunity Act (WIOA). Under the new federal law, additional considerations will be used when determining state standards, and DEED anticipates additional negotiations in the coming years. In order to remain consistent across the two funding streams, the state-funded DW program also uses these same goals. In addition, Minnesota State Statute 116L.98 requires a “uniform outcome report card” for programs funded by the Workforce Development Fund, including the State DW program. These results can be found on [DEED’s Agency Report Card Website](#).

In SFY2016, Minnesota’s performance increased in all four performance categories from SFY2015. From a comparative perspective, the Minnesota DW program also continues to exceed national averages in every area of performance, despite the rigorous standards.

| Table 4: Entered Employment Rate | | | |
|----------------------------------|-------------------|----------------|------------------------------|
| Year | State Performance | State Standard | Average National Performance |
| SFY 2011 | 85.6% | 83.0% | 57.3% |
| SFY 2012 | 82.6% | 83.0% | 61.1% |
| SFY 2013 | 84.7% | 86.0% | 60.0% |
| SFY 2014 | 86.1% | 85.0% | 60.0% |
| SFY 2015 | 84.7% | 85.0% | 62.8% |
| SFY 2016 | 86.9% | 85.0% | 68.1% |

| Table 5: Employment Retention Rate | | | |
|------------------------------------|-------------------|----------------|------------------------------|
| Year | State Performance | State Standard | Average National Performance |
| SFY 2011 | 92.5% | 88.0% | 81.9% |
| SFY 2012 | 92.4% | 88.0% | 84.2% |
| SFY 2013 | 92.1% | 90.0% | 84.3% |
| SFY 2014 | 92.5% | 92.5% | 83.9% |
| SFY 2015 | 92.4% | 92.5% | 85.1% |
| SFY 2016 | 93.9% | 92.5% | 86.3% |

| Table 6: Employment/Credential Rate | | | |
|-------------------------------------|-------------------|----------------|------------------------------|
| Year | State Performance | State Standard | Average National Performance |
| SFY 2011 | 66.7% | 62.0% | 71.9% |
| SFY 2012 | 66.7% | 62.0% | 71.1% |
| SFY 2013 | 67.6% | 69.0% | 51.4% |
| SFY 2014 | 68.0% | 69.0% | 50.7% |
| SFY 2015 | 64.7% | 69.0% | 49.4% |
| SFY 2016 | 70.5% | 69.0% | 53.2% |

| Table 7: Average Earnings | | | |
|---------------------------|-------------------|-----------------|------------------------------|
| Year | State Performance | State Standard | Average National Performance |
| SFY 2011 | \$22,078 | \$16,400 | \$17,550 |
| SFY 2012 | \$21,133 | \$16,400 | \$16,500 |
| SFY 2013 | \$20,722 | \$20,000 | \$15,949 |
| SFY 2014 | \$22,225 | \$20,000 | \$16,040 |
| SFY 2015 | \$22,983 | \$19,100 | \$16,786 |
| SFY 2016 | \$23,804 | \$19,100 | \$17,251 |

Over the past five years, the number of customers enrolling in the DW program has continued to decline due to a strong economy and low statewide unemployment. However, the “cost per participant served” and the “cost per employed customer” has continued to rise. This is likely due to two factors – the program is targeting individuals who are harder to serve, that is have multiple barriers to employment or are long term unemployed; and costs of training and wrap-around services continue to increase. For the performance outcomes of all DW service providers, see Attachment A.

| Table 8: Minnesota Dislocated Worker Program Cost Benefit Analysis - The Past Five Years | | | | | | | |
|--|--------------------------|------------------|----------|----------------------------------|---|----------|------------------------------------|
| State Fiscal Year | Program Funding Expended | Customers Served | = | Funding Cost per Customer Served | Number of Individuals Exiting into Employment | = | Funding Cost per Employed Customer |
| 2012 | \$20,294,743 | 13,639 | = | \$1,488 | 5,847 | = | \$3,471 |
| 2013 | \$24,654,893 | 12,643 | = | \$1,950 | 4,809 | = | \$5,127 |
| 2014 | \$24,352,158 | 10,783 | = | \$2,258 | 4,869 | = | \$5,001 |
| 2015 | \$22,429,401 | 10,431 | = | \$2,150 | 4,531 | = | \$4,950 |
| 2016 | \$24,634,496 | 10,644 | = | \$2,314 | 4,748 | = | \$5,437 |
| Total | \$116,365,691 | 58,140 | = | \$2,032 | 24,804 | = | \$4,797 |

Success Stories

Success Story: Amy - Southwest Minnesota Private Industry Council

Amy was laid off from a local plant in Marshall after working there for over three years. She was not sure what she wanted to do after she was laid off. Amy’s past experience was in seasonal work that required her to be away from home for long periods of time. She is a single parent with a young daughter and she needed to be close to home. After 3 months of job searching she met with a Private

Industry Council Specialist to talk about the DW program services. At the time Amy was not sure if she wanted to complete a retraining program to find employment.



The counselor discussed the On-the-Job-Training (OJT) program option and how it might help her with her job search, but after a few months with no success in finding employment, Amy made the decision to attend a training school to gain new skills that would lead to employment. Once Amy researched different schools in the state and had completed an assessment she decided to attend Minnesota West Community and Technical College in Granite Falls for the Fluid Power program.

Amy completed her program with a GPA of 3.8, and after graduation and several job opportunities she relocated and accepted her new career in Alexandria. She is working as a Machine Operator making \$5 more an hour than the position she was separated from.

Success Story: Jeff - Anoka County Job Training Center

Jeff is a high school graduate who worked over 20 years in automotive parts management with various organizations. Once he found that there were limited local openings in his field, he decided to explore his long-standing dream, and start a business selling tools. He started looking into obtaining a small business loan, and purchasing a Matco Mobile Tool Franchise.



Jeff had management and other skills, but had never owned a business before, he needed some guidance and direction in setting things up properly. When Jeff first met with his counselor David from the Anoka County DWprogram, they discussed MN CLIMB (Converting Layoffs into MN Businesses) in detail. This is a business consulting opportunity that is available to DW participants. It enables those interested in self-employment to

determine concept viability, and obtain advice and guidance on vital set-up and operational functions while collecting Unemployment Insurance benefits.

Jeff jumped into the process with gusto, and ultimately decided that he could indeed realize his dream. He obtained support and encouragement from his family and counselor, completed the loan process, obtained business consulting services and confidence from professionals at SCORE, purchased his own truck/traveling store. He has been busy ever since, establishing and growing his own business.

Accomplishments 2016

- **Supporting our customers into good jobs.** The Dislocated Worker program continues to exceed federally mandated performance outcomes, especially when it comes to supporting customers into jobs that pay a family-sustaining wage. DEED anticipates another successful year as we look ahead to new performance standards taking effect under the Workforce Innovation and Opportunity Act (WIOA).
- **Emphasizing the “rapid” in “Rapid Response.”** Our team has a strong track record of responding not only quickly, but with top notch energy and engagement to support workers as soon as a layoff is announced. The Rapid Response team took steps to ensure consistency of information, coordination with our partners, and continuous training for the field to better serve our customers.
- **Seamless transition for provider closing.** In January of 2017, DEED learned that a long-time independent service provider, Career Management Services (CMS), will soon close its doors. DEED and CMS worked diligently to ensure the seamless transfer of services so that customers would experience limited interruption. CMS’s grants were transferred to Minnesota Teamsters Service Bureau and Workforce Development Areas 5 and 17: Central Minnesota Jobs and Training Services and Stearns-Benton Employment and Training, three exceptional partners who will continue to meet the needs of CMS’ customers.

Looking Ahead to 2017

- **Implementing new federal policy and performance standards.** We will continue to provide guidance and updates to DEED staff and partners on the new WIOA law. This will include updating the Dislocated Worker, TAA and Rapid Response policies to reflect the new regulations, as well as providing technical assistance on changes in performance reporting.
- **More proactive assistance for our counselors and providers.** Our team will lead the fifth annual statewide career counselor training (which includes counselors from Dislocated Worker, Minnesota Family Investment Program, Veterans Employment, and several other adult eligibility-based programs), provide training on-site to new grantees and their staff, host monthly webinars on TAA-related policies, hold Rapid Response Mock Competitive Processes in three regions, and continue to travel around the state to meet with partners face-to-face.
- **Providing seamless service to other trade-impacted workers.** Our teams continue to streamline systems to offer as much support as possible to workers who have lost their jobs due to the impact of foreign trade. This includes shortening response times, increasing follow-up, and easing reimbursement processes for those workers pursuing training in new careers.

Attachment A: State Dislocated Worker Provider Performance

| State Dislocated Worker Program SFY 2016 Provider Performance | | | | | | | | | | | | | | | | | | | | | |
|---|------------------|--------|--------|------------------------------------|---|-------------------------|----------|--|---|----------------|----------|---|---|-----------------|----------|--|---|------------------|----------|--------------------------|----------------------------|
| | Funding Expended | Exited | Served | Employed exiters/ Total exiters | = | Entered Employment Rate | Standard | Employed exiters who kept job/ Employed exiters | = | Retention Rate | Standard | Employed with credential/ Exiters receiving training | = | Credential Rate | Standard | Total exiter earnings/ Employed exiters | = | Average Earnings | Standard | Cost per Customer Served | Cost Per Employed Customer |
| State | \$24,634,496 | 5,909 | 10,644 | 4,748 / 5,434 | = | 87.4% | 85.0% | 4,036 / 4,301 | = | 93.8% | 92.5% | 1,662 / 1,165 | = | 70.1% | 69.0% | \$91,467,546 / 3961 | = | \$23,092 | \$19,100 | \$2,314 | \$5,437 |
| Anoka County | \$766,661 | 302 | 468 | 228 / 250 | = | 91.2% | 85.0% | 209 / 226 | = | 92.5% | 92.5% | 49 / 57 | = | 86.0% | 69.0% | \$4,114,426 / 201 | = | \$20,470 | \$20,246 | \$1,638 | \$3,305 |
| Arrowhead Economic Opportunity Agency | \$169,875 | 27 | 116 | 26 / 34 | = | 76.5% | 85.0% | 24 / 27 | = | 88.9% | 92.5% | 6 / 8 | = | 75.0% | 69.0% | \$364,023 / 23 | = | 15,827 | \$14,134 | \$1,464 | \$18,875 |
| Career Management Services (CMS) | \$1,153,351 | 331 | 583 | 262 / 320 | = | 81.9% | 85.0% | 232 / 246 | = | 94.3% | 92.5% | 76 / 115 | = | 66.1% | 69.0% | \$6,547,578 / 232 | = | \$28,222 | \$20,246 | \$1,978 | \$4,005 |
| Central MN Jobs and Training | \$1,754,828 | 202 | 392 | 258 / 284 | = | 90.8% | 85.0% | 281 / 298 | = | 94.3% | 92.5% | 114 / 149 | = | 76.5% | 69.0% | \$5,456,725 / 281 | = | \$19,419 | \$13,561 | \$4,477 | \$6,312 |
| City of Duluth | \$221,880 | 68 | 116 | 40 / 45 | = | 88.9% | 85.0% | 36 / 39 | = | 92.3% | 92.5% | 13 / 21 | = | 61.9% | 69.0% | \$596,763 / 36 | = | \$16,577 | \$16,235 | \$1,913 | \$4,823 |
| *CLUES | \$115,120 | 44 | 32 | Data Pending | = | Data Pending | 85.0% | Data Pending | = | Data Pending | 92.5% | Data Pending | = | Data Pending | 69.0% | Data Pending | = | Data Pending | \$20,246 | Data Pending | Data Pending |
| Dakota/Scott Workforce Services | \$1,076,725 | 448 | 674 | 286 / 349 | = | 81.9% | 85.0% | 319 / 342 | = | 93.3% | 92.5% | 81 / 106 | = | 76.4% | 69.0% | \$8,418,959 / 318 | = | \$26,475 | \$20,246 | \$1,598 | \$2,841 |
| Goodwill/Easter Seals Minnesota | \$175,851 | 48 | 83 | 43 / 45 | = | 95.6% | 85.0% | 15 / 19 | = | 78.9% | 92.5% | 18 / 28 | = | 64.3% | 69.0% | \$297,641 / 14 | = | \$21,260 | \$20,246 | \$2,119 | \$5,673 |
| Hennepin/ Carver ETC | \$3,040,961 | 840 | 1,308 | 653 / 807 | = | 80.9% | 85.0% | 541 / 584 | = | 92.6% | 92.5% | 60 / 131 | = | 45.8% | 69.0% | \$14,004,173 / 541 | = | \$25,886 | \$20,246 | \$2,325 | \$4,985 |
| HIRED | \$1,021,111 | 304 | 568 | 218 / 239 | = | 91.2% | 85.0% | 135 / 144 | = | 93.8% | 92.5% | 27 / 34 | = | 79.4% | 69.0% | \$5,497,276 / 135 | = | \$40,721 | \$20,246 | \$1,798 | \$7,399 |
| Jewish Family and Children's Services | \$165,471 | 45 | 78 | 30 / 40 | = | 75.0% | 85.0% | 27 / 31 | = | 87.1% | 92.5% | 4 / 10 | = | 40.0% | 69.0% | \$902,728 / 27 | = | 33,434 | \$20,246 | \$2,121 | \$9,734 |
| *Lifetrack Resources | \$66,887 | 11 | 4 | Data Pending | = | Data Pending | 85.0% | Data Pending | = | Data Pending | 92.5% | Data Pending | = | Data Pending | 69.0% | Data Pending | = | Data Pending | \$16,999 | Data Pending | Data Pending |
| MN Teamsters Service Bureau | \$2,676,387 | 925 | 1,269 | 572 / 634 | = | 90.2% | 85.0% | 266 / 288 | = | 92.4% | 92.5% | 123 / 195 | = | 63.1% | 69.0% | \$7,242,782 / 265 | = | \$27,331 | \$20,246 | \$2,109 | \$7,214 |
| Mpls Employment and Training | \$1,256,672 | 263 | 481 | 214 / 232 | = | 92.2% | 85.0% | 167 / 177 | = | 94.4% | 92.5% | 65 / 87 | = | 74.7% | 69.0% | \$3,469,541 / 153 | = | \$22,677 | \$20,246 | \$2,613 | \$9,106 |
| NE MN Office of Job Training | \$1,926,741 | 422 | 1,416 | 158 / 167 | = | 94.6% | 85.0% | 80 / 86 | = | 93.0% | 92.5% | 42 / 59 | = | 71.2% | 69.0% | \$1,542,336 / 80 | = | \$19,279 | \$14,134 | \$1,361 | \$18,890 |
| Northwest PIC Inc | \$193,540 | 14 | 30 | 13 / 15 | = | 86.7% | 85.0% | 15 / 15 | = | 100.0% | 92.5% | 1 / 3 | = | 33.3% | 69.0% | \$194,035 / 15 | = | \$12,936 | \$14,516 | \$6,451 | \$9,216 |
| Ramsey Cty Workforce Solutions | \$1,672,353 | 455 | 698 | 490 / 568 | = | 86.3% | 85.0% | 464 / 494 | = | 93.9% | 92.5% | 110 / 155 | = | 71.0% | 69.0% | \$9,488,934 / 464 | = | \$20,450 | \$20,246 | \$2,396 | \$3,491 |
| RESOURCE, Inc. | \$771,655 | 154 | 316 | 151 / 175 | = | 86.3% | 85.0% | 158 / 163 | = | 96.9% | 92.5% | 22 / 37 | = | 59.5% | 69.0% | \$3,494,632 / 158 | = | \$22,118 | \$20,246 | \$2,442 | \$5,077 |
| Rural MN CEP Inc | \$1,620,864 | 207 | 397 | 222 / 258 | = | 86.0% | 85.0% | 191 / 209 | = | 91.4% | 92.5% | 103 / 120 | = | 85.8% | 69.0% | \$3,219,093 / 186 | = | \$17,307 | \$12,988 | \$4,083 | \$9,055 |
| S Central Workforce Council | \$701,277 | 127 | 271 | 127 / 136 | = | 93.4% | 85.0% | 131 / 133 | = | 98.5% | 92.5% | 30 / 39 | = | 76.9% | 69.0% | \$2,006,090 / 122 | = | \$16,443 | \$14,134 | \$2,588 | \$5,156 |
| SE MN Workforce Development | \$1,812,011 | 280 | 573 | 245 / 262 | = | 93.5% | 85.0% | 195 / 203 | = | 96.1% | 92.5% | 77 / 111 | = | 69.4% | 69.0% | \$4,263,801 / 191 | = | \$22,324 | \$16,999 | \$3,162 | \$11,468 |
| Stearns/Benton E&T | \$1,047,326 | 156 | 253 | 226 / 246 | = | 91.9% | 85.0% | 226 / 241 | = | 93.8% | 92.5% | 46 / 59 | = | 78.0% | 69.0% | \$3,748,433 / 220 | = | \$17,038 | \$14,898 | \$4,140 | \$6,587 |
| SW MN PIC Inc | \$412,561 | 66 | 115 | 50 / 58 | = | 86.2% | 85.0% | 57 / 61 | = | 93.4% | 92.5% | 22 / 31 | = | 71.0% | 69.0% | \$1,128,006 / 57 | = | \$19,790 | \$12,988 | \$3,587 | \$5,575 |
| Washington County | \$728,988 | 181 | 304 | 187 / 208 | = | 89.9% | 85.0% | 208 / 214 | = | 97.2% | 92.5% | 56 / 79 | = | 70.9% | 69.0% | \$4,347,404 / 183 | = | \$23,756 | \$20,246 | \$2,398 | \$3,837 |
| Winona Cty Workforce Council | \$73,362 | 15 | 72 | 32 / 34 | = | 94.1% | 85.0% | 45 / 45 | = | 100.0% | 92.5% | 14 / 18 | = | 77.8% | 69.0% | \$780,801 / 45 | = | \$17,351 | \$13,752 | \$1,019 | \$1,789 |

