



## Minnesota Dislocated Worker Program – State Fiscal Year 2015

Supporting Our Workforce, Strengthening Our Economy

Workforce Development Division

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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

Working together with Unemployment Insurance (UI), the Dislocated Worker (DW) program supports workers who have lost their jobs. Through career counseling, job search assistance, training, and support services, program staff work to ensure Minnesota's workers are able to secure permanent jobs in high-demand occupations. The program benefits:

- Workers as they reintegrate into the workforce;
- Employers who benefit from a skilled, competitive workforce; and
- Citizens in Minnesota who benefit from a stable economy.

## Customers

The DW program serves 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 UI. The DW program excludes temporary or seasonal workers, however, who make up a large portion of UI recipients.

## Services

The DW program provides a wide variety of support services, which can be 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.

## How we do it

### Program Processes and Structure

Minnesota is unusual in having its own, state-funded Dislocated Worker program. Most states only have a federally funded DW program, as established by the Workforce Investment Act (WIA) of 1998 and continued in the Workforce

Innovation and Opportunity Act (WIOA) of 2014. Although these programs work side by side and are virtually indistinguishable in the eyes of the customer, 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.

The DW program provides services through a network of 48 WorkForce Centers in Minnesota, which house hundreds of DW program counselors. These counselors meet with customers and provide core services as well as coordinate training. Core services include outreach, job search and placement assistance, and labor market information.

Minnesota is divided into 16 WorkForce Service Areas (WSAs), each of which is governed by a Workforce Investment Board (WIB). WIBs implement the DW program in coordination with DEED's DW team, allowing for local input and control over policies to meet community needs. As Minnesota is home to diverse economic areas, these local considerations are essential in delivering effective services.

In addition to the 16 WSAs, eight independent service providers also offer Dislocated Worker services:

- Arrowhead Economic Opportunity Agency;
- Career Management Services;
- Goodwill/Easter Seals;
- HIRED;
- Jewish Family & Children's Service of Minnesota;
- Lutheran Social Services;
- RESOURCE Employment Action Center (EAC), Inc, and
- Teamsters Service Bureau

### Layoffs, Large and Small

Given that the nature of a layoff impacts how best to reintegrate individuals back into the workforce, the DW program responds differently to small and large layoffs.

#### *Small Layoffs*

A dislocated worker who is part of a small layoff (fewer than 50 people) independently selects a WorkForce Center or independent service providers. S/he then meets with a DW program counselor, who guides her/him on a path to employment.

DEED recently implemented new Small Layoff Independent Grants, 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 areas – cost efficiency, outcomes for customers, and outreach to minority populations and long-term unemployed - the DW program is better able to reward outstanding service to customers.

#### *Large Layoffs*

Federal law requires employers with at least 100 employees to notify 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 "project". DEED's Rapid Response team meets with management and union leaders (if present) to determine the size of the job loss; the team offers layoff aversion options and explains the program. The Rapid Response team will then meet with workers at the worksite to offer an overview of Rapid Response services and to 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, which could include both WSAs and Independent Service Providers. 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. This way, the service provider can tailor services to meet the unique needs of the workers impacted by a specific layoff.

## Rapid Response

The Department of Employment and Economic Development's (DEED) Rapid Response Team is the first responder to large layoffs, ensuring a quick initiation of essential services. The Rapid Response Team finds out about layoffs, coordinates with businesses, and lets customers know about our program.

Rapid Response finds out about upcoming layoffs from a variety of sources including the employer, the workers themselves, suppliers to the business, and the media. Although the federal Worker Adjustment Retraining Notification (WARN) Act requires employers to notify the state of a "large" layoff (over 50 individuals in a 30-day period), many businesses will notify the DW program even if their layoff affects fewer than 50 workers. This communication increases the effectiveness of Minnesota's 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 UI benefits and services offered by the DW program.

## Trade Adjustment Assistance

If a worker loses his/her job due to foreign trade he/she may be entitled to additional benefits under the federal Trade Adjustment Assistance (TAA) program. Individuals laid off from a TAA-certified work site may be eligible for a wider range of benefits, including additional training dollars. In Minnesota, every TAA customer is co-enrolled in the DW program.

## National Emergency Grants

National Emergency Grants (NEGs) are additional funding provided by the United States Department of Labor (USDOL). The purpose of NEGs is to temporarily expand the service capacity of the DW program in response to natural disasters and large, unexpected economic events which cause significant job losses. National Emergency Grants are most effective when serving a group of workers impacted by a single employer, without any trade impact. In SFY 2015, Minnesota opened no new NEGs, although four NEGs remained current: one serving former Edward Jones Mortgage workers (which ended in December 2014), one serving former Supervalu workers (which ended in March 2015), the Job-Driven NEG (serving long-term unemployed residents in central Minnesota and in Washington County), and the Dislocated Worker Training National Emergency Grant, a NEG focused specifically on providing training services. Minnesota also applied for a Sector Partnership NEG which was awarded on July 1, 2015. In total, 542 customers were served through NEGs in SFY 2015, with \$1,026,975 expended.

## Funding and Expenses

- Over the course of SFY 2015 (July 1, 2014 – June 30, 2015), the Minnesota DW program expended \$22,429,401. During SFY 2015, program operators and DEED staff spent \$22,429,401 to serve 10,431 participants at a cost of \$2,150 per participant (a decrease from the per-customer cost in 2014).

## Enrollment

In SFY 2015, the Minnesota DW program served over 10,000 customers, more than double the number served by our federally funded DW program (3,798 customers served). The time customers spend in the state's DW program continues to drop. In SFY 2015, an average Minnesota DW customer spent just over 489 days in the program, down from an average of approximately 507 days in SFY 2014.

Program	Customers Served	Program Funding Expended (Includes Admin)
MN DW	10,431	\$23,379,610
WIA DW	3,798	\$8,487,075
NEG	542	\$1,026,975
Total	13,610	\$32,893,661

## Major Events

Unemployment in Minnesota remained low throughout SFY 2015. Minnesota's unemployment rate (seasonally adjusted) stayed relatively flat throughout the year, from 3.8 percent in July 2014 to 3.9 percent in June 2015. As of December 2015 (the most recent month's data available as of this writing), Minnesota's unemployment rate had fallen further to 3.5%, one and a half percentage points lower than the national average that month (5.0%). 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 Target (affecting 1,956 workers) had a disproportionately high impact on the number of workers affected by mass layoff events this year. SFY 2015's 10 largest layoff events affected 4,214 workers, as compared to 2,943 workers in SFY 2014 and 3,029 workers in SFY 2013.

The Iron Range in northeast Minnesota has been hard-hit by global sales of iron ore and taconite. Since February of 2015, the Rapid Response team has connected with workers from eleven major mining facilities which have idled their operations. Several of these layoffs have come in waves, with rapid responders meeting with workers on several different occasions. These impacted workers have been working with the Dislocated Worker program through the local Workforce Service Area, Northeast Minnesota Office of Job Training, to ensure they receive the optimal services through both DW and Trade Adjustment Assistance. We established a state-funded grant, Minnesota Mining, in May of 2015 to cover all of the individuals impacted by the mining layoffs in the area.

Table: Top 10 Mass Layoff Events SFY 2015	
Company	Employees Laid off
Target	1,956
Keetac	412
Minntac	400
Dakota Premium Plant Closing	300
Arrow Electric, Inc	231
Mesabi Nugget	218
Hartford Funds	200
Jennie-O Turkey	185
Jerry's DBA Rainbow Foods Closing	157
Hertz	155
<b>Total Employees Laid Off</b>	<b>4,214</b>

## Our Results

The DW program measures success, in part, through four performance measures prescribed by the Workforce Investment Act (WIA). 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**.

**SFY 2015 Entered Employment Rate: 84.7%** (goal 85.0%)

**SFY 2015 Employment Retention Rate: 92.4%** (goal 92.5%)

**SFY 2015 Average Earnings Rate: \$22,983** (goal \$19,100)

**SFY 2015 Employment/Credential Rate: 64.7%** (goal 69.0%)

Each year, Minnesota negotiates performance goals with USDOL for the federal DW program in each of these areas. The state-funded DW program uses these same goals. In SFY 2015, Minnesota's performance goals held steady after significant increases in SFY 2013 and 2014 (except in average earnings, where the standard decreased slightly from \$20,000 to \$19,100). From a comparative perspective, the Minnesota DW program continues to exceed national averages in every area of performance.

Despite these rigorous federal standards, the Minnesota DW program was within a percentage point of meeting or exceeding three out of four performance goals in 2015. With an entering employment standard of 85%, MN DW came within one percentage point in performance (84.7%). In employment retention, MN DW continued to hold to a high performance standard, with 92.4% retention to a goal of 92.5%. In 2015, MN DW exceeded its earnings goal (\$19,100) by a wider margin than in 2014, performing at \$22,983.

Minnesota saw a slight decline in the percentage of employed customers who also obtain a credential to 64.7%, down from 68.0% in 2014. This performance is still far above the national average (49.4%). From a historical perspective, the Minnesota DW program has maintained similar levels of past performance in employment entered and retention. The earnings figures are reversing a trend, with two years (SFYs 2014 and 2015) of steady increases. SFY 2015's earnings figures are the highest in over five years. The credential rate decreased slightly in SFY 2015 after a few years of steady increase, with a particularly significant increase occurring between 2012 and 2013. The 2015 decrease may be due to worker recalls; after two large layoffs occurred, dislocated workers enrolled in the program and began training plans, and then the companies recalled the workers, many of whom chose to return to work.

Minnesota Dislocated Worker Program Cost Benefit Analysis: The Past Five Years						
State Fiscal Year	Customers Served	=	Funding Cost per Customer Served	Number of Individuals Exiting into Employment	=	Funding Cost per Employed Customer
2015	10,431	=	\$2,150	4,531	=	\$4,950
2014	10,783	=	\$2,258	4,869	=	\$5,001
2013	12,643	=	\$1,950	4,809	=	\$5,127
2012	13,639	=	\$1,488	5,847	=	\$3,471
2011	17,006	=	\$1,651	6,451	=	\$4,352
<b>Total</b>	<b>64,502</b>	<b>=</b>	<b>\$1,900</b>	<b>26,507</b>	<b>=</b>	<b>\$4,580</b>

## Accomplishments 2015

- **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.
- **Rewarding high achievement where it matters most.** Minnesota continues to benefit from establishing the nation's first performance-based grant awards system for independent nonprofits in the Dislocated Worker program. Our independent nonprofit service providers, some of whom have been outstanding partners for decades, are now demonstrating their excellence by competing for the largest annual grants. These grants go to the organizations who do the best job at achieving cost-effective outcomes, helping workers retain jobs for six months or longer, helping workers find jobs that pay good wages, and being inclusive of minority and long-term unemployed job seekers.
- **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.

## Looking Ahead to 2016

- **Easing difficult transitions on the Iron Range.** We continue to work to support individuals impacted by layoffs in northeast Minnesota as the mining industry experiences critical turbulence in the United States. These workers are a top priority for everyone at DEED.
- **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.
- **Integrating services for incumbent and dislocated workers.** Training workers while they have a job in a good economy can help prevent future job loss and allow for much less expensive training investments, since the current employer will often share in the costs.
- **More proactive assistance for our counselors.** Our newly reformed technical assistance team will lead the fourth 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, and generate a long-term plan for ensuring consistent, seamless, high-quality services to job seeking customers across all workforce development programs.
- **Increase our community outreach to job seekers of color and those with disabilities.** While the Dislocated Worker program has served job seekers of color in approximate proportion to their representation in the Minnesota workforce, we know that we can do more to ensure that Minnesota's growing economy lifts up the career prospects and incomes of many more people of color and individuals with disabilities. We have hired specific staff and are developing specific strategies to address these issues; these staff are embedded in the state's Rapid Response team to ensure direct and immediate impact on the Dislocated Worker and related programs.

## Success Stories 2015

### Tony – Washington County



“It has been a few years since you had helped me to get my education and life really going in the right direction. I cannot thank you enough for all the help with funding for my Associate’s degree back in 2012— that was a turning point in my life. It spurred me to finish my 4 year degree as well. You had said something to the effect of ‘Get your education. It’s something neither the economy, nor your employers, no one, can take away from you.’

When we met it was during a low point for me. I was having a difficult time finding work and felt as if I wasn’t qualified for any work due to the difficult employment environment at the time. I starting taking a few classes at the Woodbury Workforce Center, and heard about the Dislocated Worker Program. We talked about my skills, abilities and evaluated my interests. Once we knew my interests and skills were a good fit for the Information Technology field, we found that Hennepin Technical College would fit my needs.

Getting my A.A.S made me believe in myself again and I decided to move forward to get my Bachelor’s degree. We have really come a long way since you took a chance on me, and I cannot thank you enough.

I left Siemens and accepted a Senior Level Software Engineer Job at MoneyGram Inc., the number two Money Transfer Company in the world. I feel I owe much of this to the support of my career counselor, the Dislocated Worker Program and my wife. As I stumbled, I was encouraged to get back up, to keep trying to make my life better every day. Thank you for believing in me, when even I could not believe in myself.”

## Corinne – Stearns-Benton



“I was the director of Brand and Marketing at a direct sales manufacturer. I was laid off in 2014 when the company closed. Who I was for 40 hours a week for over 13 years was gone in one day. My husband and I had both worked there since 2001. We had given so much to the company over those years and when I lost my job, we lost the majority of our household income; my only contribution to the household income was weekly unemployment checks and I no longer had the job that I loved. Through the process of looking for a new position, more than once I was passed over because I did not have a four-year degree. Finishing my degree became a necessity.

The DW program provided a number of beneficial services. The most important benefit was that it allowed me to focus on me and not just on my situation. The classes validated that I still knew who I was and the direction I was going in school was the right choice. The financial benefits helped us to get through the effects unemployment can have on your budget. Receiving reimbursement for one mortgage payment or a car payment or a utility bill can make a big difference. I also received a grant for my last semester at the College of St. Scholastica. But I think one of the biggest benefits of the DW program is the support you receive from your caseworker. You’re not in it alone anymore.

I’m currently working at a web development agency in St. Cloud as an account manager. This job allows me to expand my skillset greatly in the area of web design and digital marketing strategies. The DW program gave me the support I needed to finish my degree.”

	Funding Expended	Exited	Served	Employed exiters/ Total exiters	=	Entered Employment Rate	Standard	Employed exiters who kept job/ Employed exiters	=	Retention Rate	Standard
<b>State</b>	\$22,429,401	4,692	10,431	4,531 / 5,403	=	83.9%	85.0%	4,472 / 4,824	=	92.7%	92.5%
<b>Anoka County</b>	\$774,567	251	489	232 / 269	=	86.2%	85.0%	284 / 298	=	95.3%	92.5%
<b>Arrowhead Economic Opportunity Agency</b>	\$153,734	38	75	42,623	=	90.0%	85.0%	Data Pending	=	Data Pending	Data Pending
<b>Career Management Services (CMS)</b>	\$1,205,204	243	556	288 / 353	=	81.6%	85.0%	311 / 332	=	93.7%	92.5%
<b>Central MN Jobs and Training</b>	\$2,181,453	318	594	278 / 313	=	88.8%	85.0%	249 / 265	=	94.0%	92.5%
<b>City of Duluth</b>	\$204,172	47	108	46 / 51	=	90.2%	85.0%	38 / 42	=	90.5%	92.5%
<b>Dakota/Scott Workforce Services</b>	\$1,282,751	420	751	379 / 439	=	86.3%	85.0%	392 / 411	=	95.4%	92.5%
<b>Goodwill/Easter Seals Minnesota</b>	\$225,691	19	58	31 / 32	=	96.9%		16 / 18	=	88.9%	
<b>Hennepin/ Carver ETC</b>	\$1,695,179	596	1,452	610 / 749	=	81.4%	85.0%	593 / 653	=	90.8%	92.5%
<b>HIRED</b>	\$921,249	178	479	138 / 157	=	87.9%	85.0%	136 / 146	=	93.2%	92.5%
<b>Jewish Family and Children's Services</b>	\$140,183	36	80	17 / 21	=	81.0%	85.0%	Data Pending	=	Data Pending	Data Pending
<b>Lutheran Social Services</b>	\$77,041	30	30	18 / 31	=	58.1%		4 / 4	=	100.0%	
<b>MN Teamsters Service Bureau</b>	\$1,665,102	402	1,171	371 / 461	=	80.0%	85.0%	450 / 479	=	93.9%	92.5%
<b>Mpls Employment and Training</b>	\$1,209,023	206	465	138 / 172	=	80.2%	85.0%	144 / 165	=	87.3%	92.5%
<b>NE MN Office of Job Training</b>	\$854,786	77	344	102 / 110	=	92.7%	85.0%	107 / 116	=	92.2%	92.5%
<b>Northwest PIC Inc</b>	\$172,731	18	37	21 / 26	=	80.8%	85.0%	40 / 43	=	93.0%	92.5%
<b>Ramsey Cty Workforce Solutions</b>	\$2,239,529	491	903	479 / 592	=	80.9%	85.0%	430 / 479	=	89.8%	92.5%
<b>RESOURCE, Inc.</b>	\$645,619	113	330	152 / 174	=	87.4%	85.0%	107 / 114	=	93.9%	92.5%
<b>Rural MN CEP Inc</b>	\$1,746,943	268	497	179 / 195	=	91.8%	85.0%	191 / 204	=	93.6%	92.5%
<b>S Central Workforce Council</b>	\$757,215	144	287	136 / 147	=	92.5%	85.0%	133 / 143	=	93.0%	92.5%
<b>SE MN Workforce Development</b>	\$1,851,734	227	655	158 / 174	=	90.8%	85.0%	135 / 145	=	93.1%	92.5%
<b>Stearns/Benton E&amp;T</b>	\$1,133,610	265	455	159 / 178	=	89.3%	85.0%	104 / 115	=	90.4%	92.5%
<b>SW MN PIC Inc</b>	\$365,653	58	121	74 / 88	=	84.1%	85.0%	89 / 93	=	95.7%	92.5%
<b>Washington County</b>	\$814,618	192	401	190 / 199	=	95.5%	85.0%	137 / 145	=	94.5%	92.5%
<b>Winona Cty Workforce Council</b>	\$111,613	44	69	41 / 44	=	93.2%	85.0%	19 / 20	=	95.0%	92.5%

	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*
<b>State</b>	<b>1,252 / 2,008</b>	=	<b>62.4%</b>	<b>69.0%</b>	<b>\$103,151,461 / 4,400</b>	=	<b>\$23,444</b>	<b>\$19,100</b>	\$2,150	\$4,950
<b>Anoka County</b>	46 / 59	=	<b>78.0%</b>	<b>69.0%</b>	\$5,481,871 / 265	=	<b>\$20,686</b>	\$20,246	\$1,584	\$3,339
<b>Arrowhead Economic Opportunity Agency</b>	1 / 3	=	<b>33.3%</b>	<b>69.0%</b>	Data Pending	=	Data Pending	\$14,134	\$2,050	\$17,082
<b>Career Management Services (CMS)</b>	96 / 159	=	<b>60.4%</b>	<b>69.0%</b>	\$11,121,598 / 311	=	<b>\$35,761</b>	\$20,246	\$2,168	\$4,185
<b>Central MN Jobs and Training</b>	159 / 205	=	<b>77.6%</b>	<b>69.0%</b>	\$4,809,870 / 248	=	<b>\$19,395</b>	\$13,561	\$3,672	\$7,847
<b>City of Duluth</b>	21 / 28	=	<b>75.0%</b>	<b>69.0%</b>	\$696,087 / 37	=	<b>\$18,813</b>	\$16,235	\$1,890	\$4,439
<b>Dakota/Scott Workforce Services</b>	111 / 158	=	<b>70.3%</b>	<b>69.0%</b>	\$9,400,396 / 392	=	<b>\$23,981</b>	\$20,246	\$1,708	\$3,385
<b>Goodwill/Easter Seals Minnesota</b>	26 / 27	=	<b>96.3%</b>	<b>69.0%</b>	\$331,919 / 15	=	<b>\$22,128</b>	\$20,246	\$3,891	\$7,280
<b>Hennepin/ Carver ETC</b>	77 / 109	=	<b>70.6%</b>	<b>69.0%</b>	\$13,920,191 / 592	=	<b>\$23,514</b>	\$20,246	\$1,167	\$2,779
<b>HIRED</b>	19 / 23	=	<b>82.6%</b>	<b>69.0%</b>	\$4,717,495 / 136	=	<b>\$34,687</b>	\$20,246	\$1,923	\$6,676
<b>Jewish Family and Children's Services</b>	7 / 8	=	<b>87.5%</b>	<b>69.0%</b>	Data Pending	=	Data Pending	\$20,246	\$1,752	\$8,246
<b>Lutheran Social Services</b>		=	<b>0.0%</b>	<b>69.0%</b>	\$58,150 / 4	=	<b>\$14,537</b>	\$20,246	\$2,568	\$4,280
<b>MN Teamsters Service Bureau</b>	106 / 182	=	<b>58.2%</b>	<b>69.0%</b>	\$13,097,434 / 444	=	<b>\$29,499</b>	\$20,246	\$1,422	\$4,488
<b>Mpls Employment and Training</b>	42 / 66	=	<b>63.6%</b>	<b>69.0%</b>	\$2,318,572 / 130	=	<b>\$17,835</b>	\$20,246	\$2,600	\$8,761
<b>NE MN Office of Job Training</b>	28 / 42	=	<b>66.7%</b>	<b>69.0%</b>	\$2,715,320 / 107	=	<b>\$25,377</b>	\$14,134	\$2,485	\$8,380
<b>Northwest PIC Inc</b>	11 / 17	=	<b>64.7%</b>	<b>69.0%</b>	\$773,593 / 40	=	<b>\$19,340</b>	\$14,516	\$4,668	\$8,225
<b>Ramsey Cty Workforce Solutions</b>	117 / 222	=	<b>52.7%</b>	<b>69.0%</b>	\$8,807,928 / 428	=	<b>\$20,579</b>	\$20,246	\$2,480	\$4,675
<b>RESOURCE, Inc.</b>	25 / 54	=	<b>46.3%</b>	<b>69.0%</b>	\$2,583,115 / 107	=	<b>\$24,141</b>	\$20,246	\$1,956	\$4,247
<b>Rural MN CEP Inc</b>	62 / 87	=	<b>71.3%</b>	<b>69.0%</b>	\$3,667,511 / 184	=	<b>\$19,932</b>	\$12,988	\$3,515	\$9,759
<b>S Central Workforce Council</b>	47 / 62	=	<b>75.8%</b>	<b>69.0%</b>	\$2,025,816 / 127	=	<b>\$15,951</b>	\$14,134	\$2,638	\$5,568
<b>SE MN Workforce Development</b>	55 / 82	=	<b>67.1%</b>	<b>69.0%</b>	\$2,309,947 / 133	=	<b>\$17,368</b>	\$16,999	\$2,827	\$11,720
<b>Stearns/Benton E&amp;T</b>	35 / 56	=	<b>62.5%</b>	<b>69.0%</b>	\$1,639,283 / 103	=	<b>\$15,915</b>	\$14,898	\$2,491	\$7,130
<b>SW MN PIC Inc</b>	41 / 58	=	<b>70.7%</b>	<b>69.0%</b>	\$1,544,367 / 89	=	<b>\$17,352</b>	\$12,988	\$3,022	\$4,941
<b>Washington County</b>	73 / 88	=	<b>83.0%</b>	<b>69.0%</b>	\$2,886,546 / 126	=	<b>\$22,909</b>	\$20,246	\$2,031	\$4,287
<b>Winona Cty Workforce Council</b>	14 / 15	=	<b>93.3%</b>	<b>69.0%</b>	\$325,213 / 19	=	<b>\$17,116</b>	\$13,752	\$1,618	\$2,722

\*DEED expects these costs to drop considerably in the next fiscal year, as providers carry many customers into the next year. The number of customers exiting the program should increase considerably in the next fiscal year, thereby decreasing the cost per customers served. This is especially true for AEOA, a brand new provider of services to individuals impacted by small layoffs.