

Minnesota

inventory of

EMPLOYMENT

&

TRAINING

programs



Minnesota
Department
of Economic
Security

Minnesota Inventory of Employment and Training Programs

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Key to Abbreviations

ABE	Adult Basic Education
BLS	U.S. Bureau of Labor Statistics
CFL	Minnesota Department of Children, Families and Learning
DHS	Minnesota Department of Human Services
DLI	Minnesota Department of Labor and Industry
DNR	Minnesota Department of Natural Resources
DOC	Minnesota Department of Corrections
DTED	Minnesota Department of Trade and Economic Development
ESL	English as a Second Language
GWDC	Governor's Workforce Development Council
MDH	Minnesota Department of Health
HESO	Higher Education Services Office
HUD	U.S. Department of Housing and Urban Development
IRRRB	Iron Range Resources and Rehabilitation Board
JTPA	U.S. Job Training Partnership Act
M. Affairs	Minnesota Department of Military Affairs
MDES	Minnesota Department of Economic Security
MHFA	Minnesota Housing Finance Agency
MnDOT	Minnesota Department of Transportation
MnSCU	Minnesota State Colleges and Universities
MPCA	Minnesota Pollution Control Agency
NAFTA	North American Free Trade Agreement
OIC	Opportunities Industrialization Center
OJT	On-the-job training
Revenue	Minnesota Department of Revenue
RFP	Request for proposal
SDA	JTPA Service Delivery Area
SSN	Social Security number
UI	Unemployment Insurance
U.S. DOL	U.S. Department of Labor
U.S. VA	U.S. Department of Veterans Affairs
WFC	Minnesota WorkForce Centers
WIA	U.S. Workforce Investment Act of 1998

Acknowledgments

We would like to thank all of the state and federal agency representatives who provided information about their programs for this report. Responding to our requests for information was time-consuming and their responsiveness made this report possible.

Executive Summary

Purpose of Study

The purpose of this study is to provide an inventory of and source of information about state and federal employment and training programs operating in the State of Minnesota. Examination of the state's workforce development system has been a focus of numerous legislators, government agencies, and public/ private non-profit organizations for several years. This issue is also of keen interest to Governor Jesse Ventura and his administration. This report is the result of state legislation¹ passed in 1999 that outlined specific information about employment and training programs to be collected and compiled by the Commissioner of the Minnesota Department of Economic Security (MDES), in consultation with the Governor's Workforce Development Council. This report contributes to the effort to examine and improve the state's workforce development system. This report is not intended to make recommendations about the programs herein, but rather to serve as a source of information. The Governor's Workforce Development Mini-Cabinet, as part of their effort to examine Minnesota's workforce system, used some of the information included in this report to make policy recommendations.

Study Findings

Following is aggregate information about the programs included in this inventory:

- ◆ **Seventy-eight programs** met the criteria for inclusion in this report.
- ◆ **Fourteen state agencies** and **three federal agencies** administer programs in the state.
- ◆ **\$887 million total** federal and state funding.
- ◆ **\$255 million federal** funding.
- ◆ **\$632 million state** funding.
- ◆ **1,186,278 participants** served.²

Study Design

The inventory of programs in this report resulted from requests to state and federal agencies asking them to submit information on employment and training programs funded through their agencies. Staff members of MDES and Minnesota Planning identified additional programs.

The information required by statute for this report was collected using surveys distributed to program representatives. A copy of the statute is attached as **Appendix B**. Survey questions mirrored the requirements detailed in the attached statute. The program information required by statute for this report includes the following:

- Program Funding Sources
- General Program Information
- Program Costs

¹ Minnesota Laws 1999 Chapter 138 (H.F. 1051, S.F. 971).

² Some individuals participated in more than one of the programs in the time period examined for this report, although the extent is not known.

- Wages at Placement
- Placement & Retention Rates
- Earnings Gains
- Other Goals & Vendor Information

The program information in this document was self-reported by program representatives and its accuracy has not been verified by an outside entity.

To better understand the relationship among programs, we grouped them according to their target population. Eight categories of programs were identified including the following:

- Programs for People with Disabilities
- Programs for Economically Disadvantaged / Targeted Populations
- Programs for the General Public
- Programs For Incumbent Workers
- Programs for Older Workers
- Programs for People Receiving Public Assistance
- Programs for Veterans of The Armed Forces
- Programs for Youth

Funding for Study

This study was funded by the Minnesota Department of Children, Families and Learning, through its Education to Employment Transition Program, and by MDES.

Copies of Report

You may print a color or black and white copy of this report from the MDES website at the following address:
www.des.state.mn.us/eandtstudy.

Introduction

Purpose of the Study

The purpose of this study is to provide an inventory of and source of information about state and federal employment and training programs operating in the State of Minnesota.

History of the Study

The Minnesota Department of Economic Security (MDES) completed this inventory of employment and training programs in the State of Minnesota at the request of the Governor's Workforce Development Council (GWDC) and state legislation passed in 1997³ and 1999⁴. The GWDC is a 32-member board authorized by Federal⁵ and Minnesota law.⁶ The Governor appoints individuals from business, organized labor, education, state and local government, non-profit organizations and elected office to serve on the GWDC. The GWDC advises the Governor on job training policy and assists in coordinating and overseeing workforce development programs in Minnesota.

The state legislation that mandated this report was authored in the Minnesota House of Representatives by Representative Bob Gunther. Other House authors were Representatives Dan McElroy, Joe Mullery, Steve Trimble, and Arlon Lindner. In the Senate, the Chief Author was Senator Randy C. Kelly, and other authors were Senators Edward C. Oliver and Steve Kelley. The Statute requires a written report of this information, to be presented to the state Legislature by January 31, 2000. The bill became law when Governor Jesse Ventura signed it on May 10, 1999. A copy of the law is attached as **Appendix B**.

This report's descriptive inventory of employment and training programs will provide information to assist policymakers in examining and improving the State's workforce development system so that it can effectively meet the current needs of the state's workforce and employers. The State's current legal, policy and employment environment is discussed in the next section.

³ Minnesota Laws 1997 Chapter 200, Section 33.

⁴ Minnesota Laws 1999 Chapter 138 (H.F. 1051, S.F. 971).

⁵ Public Law 97-300, Section 122, Job Training Partnership Act of 1982.

⁶ Minnesota Laws 1999 Chapter 268, Section 665.

Minnesota's Legal, Policy and Employment Environment

Workforce Investment Act

In 1999, planning was underway for implementation of the Federal Workforce Investment Act (WIA) of 1998, which initiates a new employment and training services delivery system.⁷ WIA requires states to establish a one-stop delivery system for providing core employment-related services and access to other employment and training services funded under the act and other federal programs. Minnesota's one-stop system, which was established prior to the passage of the federal legislation, served as a model for WIA. Minnesota is currently adjusting its system to comply completely with the federal legislation. The five key principles of WIA are to: 1) streamline services in a one-stop environment that gives all job seekers a "no wrong door approach" to job training; 2) empower job seekers to choose training through Individual Training Accounts and a "consumer report" containing performance information on training providers; 3) provide universal access to the workforce development system; 4) strengthen accountability through strict performance measures and a system of continuous improvement; and 5) ensure a strong leadership role for business through business-led boards with authority to plan, oversee, and change the workforce system at the state and local levels.⁸ Minnesota plans to fully implement WIA in July 2000.

Under WIA, a number of the programs listed in this report will be replaced. Programs to be replaced include the JTPA Dislocated Worker Program, the JTPA Title IIA 5% Older Worker Program, the JTPA Title IIA 8% Education Coordination Program, the JTPA Title IIA Training Services for Disadvantaged Adults, the JTPA Title IIB Summer Youth Employment & Training Program, and the JTPA Title IIC Youth Training Program. In Minnesota, JTPA funds provided services for only a fraction of those eligible for services. The full impact of WIA on populations served under the Act remains to be seen. However, negative impacts are expected for some populations. For example, one of the more substantial changes under WIA will reduce the number of youth served during the summer months. Examination of the changes that will occur under WIA should be included in any meaningful assessment of the state's workforce system.

Low Unemployment Rate & Labor Shortage

As of December 1999, Minnesota had experienced 27 consecutive months of seasonally adjusted unemployment rates below 3.0 percent. For a number of months in 1999, the seasonally adjusted unemployment rate was close to 2.0 percent, and the April 1999 rate of 2.1 percent was the lowest rate ever recorded for Minnesota.⁹ Partly due to the low unemployment rate, employers in the state are faced with a labor shortage that is likely to continue for many years. MDES projects that by 2006 there will be just 337,000 new workers for 416,000 new jobs in the state.¹⁰ In early 1999, Governor Ventura formed the Workforce Development Mini-Cabinet, consisting of the

⁷ Public Law 105-220 signed by President Bill Clinton on August 7, 1998.

⁸ From "A Guide to the Workforce Investment Act of 1998," National Association of Private Industry Councils.

⁹ Information from the MDES, press release on May 18, 1999.

¹⁰ From "Minnesota Employment Outlook to 2006," MDES, May 1999.

commissioners of MDES and DTED, the chancellor of MnSCU, and the director of Minnesota Planning, to address the labor shortage issue.

The strong economy and consistently low unemployment rate have occurred simultaneously with churning of the workforce. Workforce churning is the movement of employees from one job to another. Rather than decreasing, the frequency of dislocation events and the number of workers affected by these events have remained consistent over the past three years. Dislocation events are large layoffs or company closings. In the first eleven months of 1999 MDES responded to 70 dislocation events that affected about 8,502 workers. This is similar to the 73 dislocation events that affected about 8,700 workers in 1998, and the 77 dislocation events that affected about 8,100 workers in 1997.¹¹ These events are only those involving larger populations (usually dislocations of over 50 workers); thus the number of dislocated workers each year is actually larger.¹² A study released by MDES found that economic churning, or employment expansion coinciding with employment contraction, "may be a key indicator of sustained economic growth rather than a sign of instability."¹³ More jobs currently are being created than lost, so the net effect of churning appears to be positive. However, as noted by Dave Beal in the Saint Paul Pioneer Press: "...for the households affected by job losses, the disruption and stress of finding good new jobs can take a considerable toll."¹⁴

Focus on Efficiency and Effectiveness

In 1999 Minnesota's policymakers wanted to examine the State's overall workforce development structure and funding system. A goal of Governor Ventura's administration is to examine and restructure the state's workforce development system to "eliminate redundant or obsolete workforce development programs and consolidate where possible to maximize resources."¹⁵ At the federal level, the focus on effectiveness is reflected in the system of performance measures included in WIA. Under WIA, states are required to implement performance measures, as under its predecessor JTPA, which WIA replaces. These measures are designed to determine the effectiveness of WIA-funded programs. Program effectiveness is also a focus of the Governor's Workforce Development Mini-cabinet, as part of their effort to address the labor shortage issue.

Employment Outlook

Approximately two-thirds of employment growth in the state in 1999 was due to new jobs in service industries. Growth in retail and construction account for most of the remaining one-third of employment growth during 1999.¹⁶ These trends are expected to continue into 2006, with the highest job growth occurring in the services industry, particularly business services, health services, educational services, and social services. The trade division is

¹¹ Figures from MDES, Rapid Response Team.

¹² According to Mike Goldman of the MDES Dislocated Worker Program's Rapid Response Team.

¹³ MDES, press release on January 19, 1999.

¹⁴ Saint Paul Pioneer Press, September 25, 1999.

¹⁵ From "Governor's Workforce Development Framework," a September 1999 publication of the Office of Governor Jesse Ventura.

¹⁶ For the period of January 1999 through October 1999. From the MDES website: <http://www.des.state.mn.us/lmi/ces/seasadj.htm>

expected to experience the second-largest job growth, concentrated in eating and drinking places, wholesale trade, general merchandise stores, and miscellaneous retail stores.¹⁷ According to MDES, “jobs created over the next 10 years are expected to be slightly higher paying overall than the current mix of jobs.”¹⁸ One of the Governor’s strategies for “making Minnesota a world competitor in the 21st century” is to identify the critical “occupations and industries that have high wages and the best potential for growth so attention can be focused on training that supports them.”¹⁹

High Rate of Workforce Participation

According to 1998 statistics released by the U.S. Bureau of Labor Statistics, Minnesota’s 75.4 percent workforce participation rate was the highest in the nation, more than eight points higher than the national rate of 67.1 percent. Additionally, Minnesota had the highest rate of female participation in the workforce. Minnesota’s female workforce participation rate of 70.1 percent was more than ten points higher than the national rate of 59.8 percent.²⁰ Because such a large percentage of the state’s population already participates in the workforce, there is less room for workforce growth in the future.

Minnesota also has a very high incidence of people holding more than one job at a time. In 1998, the state had the third highest rate nationwide of multiple jobholding, at 10.2 percent. This rate has been fairly steady in Minnesota since measurement began five years ago. National data indicates that a majority of these multiple jobholders (57 percent in 1998) worked full-time on their primary jobs and part-time on their secondary jobs. Moreover, among the major occupational groups, professionals had the highest rate of multiple jobholding nationally in 1996. Overall, the rate of multiple job holding is higher in Midwestern states than in other parts of the country.²¹ Again, the high incidence of multiple jobholding suggests that fewer people are available to fill the employment gaps.

Upgrading of Workers’ Skills

Many business leaders and policymakers believe there is an ongoing need to upgrade workers skills to allow Minnesota’s businesses to use new technology and remain competitive nationally and internationally.²² In addition, workers in low-paying jobs need upgraded skills to allow them to move into living wage jobs.

There is an interest in ensuring that secondary and post-secondary educational institutions provide information about and are preparing students for “good career opportunities with long-term potential for growth.”²³ Some suggest that government is still focusing funding and training programs on under- and unemployed workers, at a time when the focus needs to change to upgrading the skills of the incumbent workforce. For example, the Citizens League suggests that the state should target training funds to key industry clusters, small and medium-sized firms,

¹⁷ From “Minnesota Employment Outlook to 2006,” MDES, May 1999.

¹⁸ From “Minnesota Employment Outlook to 2006,” MDES, May 1999.

¹⁹ From “Governor’s Workforce Development Framework,” September 1999.

²⁰ Information from MDES, press release on October 15, 1999.

²¹ Information from MDES, Office of Research & Statistics.

²² As reported in the recent Citizens League report, “From Jobs for Workers to Workers for Jobs,” November 1999.

providing information of training opportunities to incumbent workers, and retraining older workers to keep them in the workforce.²⁴ A workforce committee chaired by Senator Roger Moe recommended that the state adopt a policy to expand access to training opportunities to provide for continuous improvement of skill development, across the entire workforce.²⁵ Others argue that with limited funds available, state training funds need to focus on those who would remain unemployed or employed at a less-than-livable wage if they did not receive state-funded employment and training services.

Welfare Reform

There is an ongoing effort to provide the necessary support, education, and training to allow public assistance recipients to find and retain work so that they can become self-sufficient. The federal Temporary Assistance for Needy Families (TANF) welfare reform agenda became a reality in Minnesota in January 1998 with the implementation of the Minnesota Family Investment Program (MFIP). The philosophy behind MFIP is to not only place participants into jobs, but to help them to become self-sufficient. MFIP employment services are provided at Workforce Centers and a variety of other local agencies.

Legislatively mandated time limitations on receiving public assistance have created a sense of urgency for those providing services to enable recipients to find and retain work. This urgency has resulted in major collaboration efforts between agencies such as MDES, the Minnesota Department of Human Services (DHS), the Minnesota Department of Trade and Economic Development (DTED), and Minnesota State Colleges and Universities (MnSCU). In many areas these collaborative efforts are also present at the local level.

Congressional passage of the Welfare to Work program has made additional funds available to provide intense services for hard to place recipients with multiple barriers. This has increased the need for coordination of services at both the state and local levels.

²³ "Governor's Workforce Development Framework," September 1999.

²⁴ "From Jobs for Workers to Workers for Jobs," November 1999.

²⁵ "Workforce Committee Final Report," (Senator Roger Moe, Chair) December 1998.

Study Methodology

Information Collection

It is important to note that the program information detailed in this document was self-reported by program representatives. The accuracy of the information has not been verified by an outside entity.

The information required by statute²⁶ for this report was collected using surveys distributed to program representatives. A copy of the statute is attached as **Appendix B**. Survey questions mirrored the requirements detailed in the attached statute. Additional survey questions were developed by MDES to collect supplementary information to assist the GWDC in their efforts to analyze Minnesota's workforce system. The program information required by statute for this report includes the following:

- Program Funding Sources
- General Program Information
- Program Costs
- Wages at Placement
- Placement & Retention Rates
- Earnings Gains
- Other Goals & Vendor Information

General informational meetings with program representatives were conducted to discuss the study, explain its requirements, and to answer questions. Follow-up calls were made directly to program contact persons to clarify information or to obtain missing information. Individual meetings with program representatives were held in some cases. The information provided by program representatives was entered into a database. Program representatives were given an opportunity to review their program's summarized information as it appears in this report's matrices.

Criteria for Including Programs

The intent of this report is to include workforce development programs assisting individuals to assume or advance in jobs in the labor market. The report does not include programs designed to train an agency's staff. To be included in this report a program must receive funding from the state or federal government through state or federal agencies. Thus, programs that are entirely funded by local government, businesses, foundations or other private organizations are not included in this report.

Development of List of Programs

MDES used a variety of methods to develop the list of programs examined in the study. Letters were sent to each state agency describing the study and asking them to report programs appropriate for inclusion in the study. Agencies that did not respond were contacted by phone to determine if they had employment and training programs. Letters and survey forms were sent to the contact person for each program. Contact persons were also

²⁶ Minnesota Laws 1999 Chapter 138 (H.F. 1051, S.F. 971).

asked to inform us of missing or new programs. Staff members of MDES, Minnesota Planning and other state and federal agencies identified additional programs. A number of the programs that were initially identified did not meet the criteria for inclusion in this report.

To better understand the relationship among programs, we grouped them according to their target population. Eight categories of programs were identified including the following:

- Programs for People with Disabilities
- Programs for Economically Disadvantaged / Targeted Populations
- Programs for the General Public, Programs For Incumbent Workers
- Programs for Older Workers
- Programs for People Receiving Public Assistance
- Programs for Veterans of The Armed Forces
- Programs for Youth.

Related Support Programs

In addition to the employment and training programs discussed in this document, there are a variety of programs that assist individuals while they are participating in workforce development programs. For many trainees, it would be impossible to engage in workforce development activities without the support of programs that provide wage supplements, child care assistance, employment and training information, health care coverage, and so forth. We have not attempted to develop an exhaustive list of related support programs, however, examples of these types of programs follow. The state agency that administers the program is shown in parentheses.

Sources of employment and training information:

- ALX – America’s Learning Exchange (various state and federal agencies)
- ISEEK – Internet System for Education and Employment Knowledge (various state agencies)
- MN Career Information System (CFL)
- MDES Website

Programs that provide child care assistance:

- Basic Sliding Fee Child Care Assistance (CFL)
- MFIP & Transition Year Child Care Assistance (CFL)

Programs that provide other supportive services:

- Community Action Centers (CFL)
- Head Start (CFL)
- Independent Living Services (MDES)
- Minnesota Bonding Program (MDES)
- Rent Assistance for Family Stabilization (MHFA)
- Women, Infants and Children (MDH)

Programs that provide wage supplements:

- Disaster Relief Unemployment Assistance Program (MDES)
- Worker’s Compensation (DLI)
- Unemployment Insurance (MDES)

Programs that provide health care coverage / assistance:

- Disability Determination Supplemental Security Income (MDES)
- Medical Assistance (DHS)
- Medical Assistance for Employed Persons with Disabilities (DHS)
- MinnesotaCare (DHS)

Limitations of the Study

Self-Reported Information

Program information in this report is self-reported by program representatives and not verified by an outside entity. We caution readers to use this information with care. Comparisons and decisions based on the limited information available here could be inappropriate. This information should be used as a starting point from which to ask more in depth questions about specific issues and individual programs. Programs with similar target populations may have distinctly different performance criteria and goals they have been striving to achieve. Indeed, the narrowness of the measures included in this inventory was a concern of many program representatives. Quite a few expressed a concern that the measures did not fit well with many of their program's goals, and thus would be the wrong measures by which to evaluate their program. While earnestly trying to provide the information required for this report, many program representatives felt they were "trying to fit a square peg into a round hole."

Program costs in this report may include not only federal and state funds, but also funds from local government, businesses, foundations or other private organizations. Therefore it is possible for program costs cited in this inventory to exceed the total federal and state funds cited in this inventory.

Missing Programs

Though we have attempted to identify and include all programs relevant to this report, it is possible that some pertinent programs are missing. Information for some programs that were identified was not received in time to be included in this report. Those programs are still listed under the appropriate agency and target population category, but we indicate that their information is missing.

While some information on the Minnesota State Colleges and Universities (MnSCU) system is included in this report, to get a more complete picture of the workforce development system it is recommended that programs at higher education private institutions and the University of Minnesota be included in a subsequent inventory.

The Higher Education Services Office (HESO) is responsible for licensing private for-profit schools and for registering private non-profit institutions before students attending the institutions can be eligible for state financial aid. As of August 1999, there were 60 private for-profit career schools on the HESO list of licensed schools. As of October 1999, there were 76 private non-profit institutions on the HESO list of registered institutions.

To be eligible for Title IV Federal financial aid the educational institution must be accredited by an accreditation agency approved by the U.S. Department of Education. The educational institution must also have been in existence for two years and approved by the state in which the school is located.²⁷ As of November 1999, there

²⁷ Source: Liz Neverson, U.S. Department of Education, Case Management.

were 128 post-secondary institutions in Minnesota that were eligible for students to use Federal Title IV financial aid money.²⁸

Due to limited time and funding, it was impossible to include this broad range of programs in our inventory.

Limitations of Wage Detail Data

Wage detail data is derived from the quarterly payroll employment records submitted by employers to the State of Minnesota (MDES) for Unemployment Insurance (UI) purposes. Whenever possible we attempted to use the wage detail data to analyze programs' placement and retention rates as required for this report. Program participants' Social Security numbers (SSNs) are essential to match participants with their wage detail records. However, in some cases SSNs were not available due to data privacy constraints or because agencies did not collect the SSNs of participants in their program. In addition to these constraints, there are a number of problems that limit the accuracy of using wage detail data as a means to analyze program outcomes. These constraints include a lack of hourly information, lack of clarifying information, multiple job holding, and the problem of missing or incorrect wage information.

Lack of hourly information

In cases where programs did not track participants' wages at placement, we could not use wage detail data to determine the average wages because information on the number of hours worked per quarter is a recent reporting requirement that was not part of wage detail records until the first quarter of 1999. To meet the requirements of this report, we had to examine a cohort of participants who completed programs during 1995-1996, before hourly information was part of the wage detail records.

Lack of clarifying information

Unlike phone surveys or other methods of data collection, wage detail data only provides information on wages. Thus we have no idea why an individual may show no wages in wage detail records. There may be legitimate reasons a person shows no wages, such as cases where a person has become disabled, retired or died. When examination of wage detail data is the only method used to determine program outcomes, this may be of concern for some programs. Just as one example, this type of missing information could impact older worker programs.

Multiple jobs

Individuals may have multiple jobs or work particularly long hours. If we use wage detail to calculate earnings gains, those with multiple jobs or longer than normal hours will appear to have an unrealistically high earnings gain.

Missing wage information

Wages of employed individuals may not be included in the wage detail records for a number of reasons. The estimated number of those missing from the wage detail data in 1997 was 312,000 or 11.9 percent of the

²⁸ U.S. Department of Education website, <http://www.ed.gov/CFAPPS/TitleIV>.

workforce.²⁹ This is a low estimate of the number of people missing from wage detail records because it does not include cases missing due to reporting errors, or cases where an individual has moved to or is employed in another state. Estimates of the number of people in those categories were not available. Following are reasons a person who is actually employed may show no wages in the state wage detail records:

1. Employer reporting errors may occur. For example, an employer may fail to report an individual's wages or they may accidentally submit the wage data under the wrong Social Security number.

2. Minnesota state law excludes the following categories from UI coverage, thus wage detail data is not collected from their employers and their wage information is missing from wage detail records:

- **Self-employed.** In 1997 there were an estimated 215,042 persons self-employed, 44,047 on farms and 170,995 in nonfarm activities.³⁰
- **Farms with fewer than four employees in 20 weeks.**
- **All railroad transportation employees.** Estimated by MDES to be 5,766 in 1997.
- **Insurance salespeople who work on commission only.** Estimated by MDES to be 2,089 in 1997.
- **Real estate salespeople who work on commission only.**
- **Full-time students working for their schools.** Estimated by MDES to be 20,134 in 1997.
- **Those employed by a church, synagogue or mosque for religious work.** Estimated by MDES to be 26,912 in 1997.
- **Minor children, spouse, and parents working for the owner of a business.**
- **Elected federal, state and local government officials.** Estimated by MDES to be 7,525 in 1997.

3. Because the federal government exempts itself from submission of wage detail data, the wages of all federal employees in the state are missing from wage detail records. In 1997 there were 34,064 federal employees working in Minnesota.³¹

4. If an individual has moved to another state or is employed in another state, they will be missing from Minnesota's wage detail records.

Data Privacy Issues

Many programs are unable to submit individual SSNs to MDES to match to wage detail records for determining programs' aggregate placement rates, retention rates, and average earnings gain. If participants in their program

²⁹ According to MDES, the annual average number of workers in the Minnesota workforce in 1997 was 2,624,633.

³⁰ Source: "Minnesota Employment Review: Self-Employment in Minnesota," MDES Research and Statistics Office, July 1999. The author extrapolated the nonfarm self-employment from 1990 Census using Bureau of Economic Analysis data.

³¹ From the MDES Research and Statistics Office website: <http://www.des.state.mn.us/lmi/ces/mn910001.htm>.

have not received a Tennesen Warning,³² which explains how their individual data may be used by the agency, and signed an informed consent statement,³³ the agency is unable to release individual data such as SSNs. The Federal Education Rights and Privacy Act (FERPA) limits disclosure of individual student data by education institutions. This legal issue continues to be examined. Our ability to provide information on placement rates, retention rates, and earnings gains was negatively impacted by the unavailability of SSNs for a number of programs. Just seven programs outside of MDES were able to provide SSNs to be used to match to wage detail records. In some cases the SSNs were not collected at the agency level, and in other cases data privacy constraints prohibited agencies from providing the SSNs.

Geographic Variation

Some of the programs included in this report have participants concentrated in a particular geographic region of the state. To compare programs with populations concentrated in different state regions, it is necessary to account for differing economic conditions in the various regions of the state. For example, because refugee populations are concentrated in the Minneapolis/Saint Paul metropolitan area, 92 percent of the participants in the Refugee Self-Sufficiency Program are in the metro area. In contrast, the U.S. Forest Service's Superior Forest Older Worker Program only employs participants in the Northeast region of Minnesota. The wage and employment levels in these two regions (the metro area and the Northeast area) differ significantly, so directly comparing the wage and employment outcomes of these two programs would be inappropriate. Unfortunately, due to time and data constraints we were not able to conduct analysis that accounts for the varying economic conditions throughout the state.

³² Minnesota Statutes Chapter 13.04, subdivision 2.

³³ Minnesota Statutes Chapter 13.05, subdivision 4(d).

Governor's Workforce Development Council Comments

- As the first inventory of employment and training programs in Minnesota, this document is a useful first step in an iterative process to understand and improve the state's workforce system.
- We caution readers to use this information with care. Comparisons and decisions based on the limited information available here could be inappropriate. This information should be used as a starting point from which to ask more in depth questions about specific issues and individual programs.
- This report does not make subjective comments about specific programs as this was not the charge of the guiding legislation.
- Data privacy constraints were a barrier to collecting some of the information required for this report. While there is an ongoing effort to correct the barriers that exist at the federal level, a concurrent effort should be made to remove any state-level barriers. We believe this is a legislative issue.
- In addition to the information in this report there may be other measures that would illustrate how successful a program is in helping individuals to achieve their employment goals. This is particularly true for programs that work with individuals with multiple barriers to employment. Becoming self-sufficient is a process, and different programs assist populations that are at different points in that process.
- Though not evident in the information in this report, there are linkages, coordination and strategic alliances between agencies and programs. In many cases, programs support each other to meet the needs that exist. Thus, what appears to be overlap in programs may instead be collaboration between programs that support each other to meet the needs of a target population.
- There remains a question of the size of the total population in need of services in the various categories of programs, and what needs remain unmet by the existing programs.
- Because of the limited types of information that programs could report for this inventory, pertinent clarifying information is included in the footnotes of the report. We urge careful attention to the footnotes.
- The inventory shows that **many programs** are targeted toward populations identified by government as being in need of assistance to become or remain fully engaged in the workplace. However, examination of funding shows that **most money** is spent for general employment and training services through programs such as Job Service and MnSCU.

General Program Information

General Overview

Seventy-eight workforce development programs were identified for this report. Fourteen state agencies and three federal agencies administer the programs. The following three agencies administer more than half of the programs: Minnesota Department of Economic Security; Minnesota Department of Children, Families, and Learning; and the U.S. Department of Labor. Twenty of the programs are administered by federal agencies, with funds going directly to the program providers rather than through a State agency. Thirty-two of the programs receive all of their funding from the federal government.

To better understand the relationship among programs, they have been grouped according to their target population. While some programs could fit into more than one of the categories, we have attempted to place them in the one most appropriate category. Following is a list of the programs in each of the eight categories that were identified:

Programs for People with Disabilities

To be eligible for these programs, one must have a qualifying physical or mental disability.

- Day Training & Habilitation Program
- Extended Employment Program – Basic Funding
- Extended Employment Program – Coordinated Employability Projects
- Extended Employment Program – MN Employment Center for People who are Deaf or Hard of Hearing
- Vocational Rehabilitation Program – Rehabilitation Services
- Vocational Rehabilitation Program– State Services for the Blind

Programs for Economically Disadvantaged / Targeted Populations

To be eligible for these programs, one must have either a qualifying low income or be a member of a targeted population. Native Americans, displaced homemakers, migrant workers, or people living in public housing units are examples of targeted populations.

- Adult Basic Education Program
- Displaced Homemaker Program
- Enterprise Zone Job Creation Incentive Grants Program
- Highway Maintenance Worker Trainee Program
- JTPA Indian and Native American Employment and Training Program
- JTPA Title IIA 8% Education Coordination Program
- JTPA Title IIA Training Services for Disadvantaged Adults
- LEAP Apprenticeship Program
- Migrant and Seasonal Farmworkers Program
- Minnesota Correctional Facility – St. Cloud Vocational Training
- Minnesota Opportunities Industrialization Centers
- MnDOT On-the-Job Training Program
- “Soft Skills” Program at Camp Ripley
- Special Employment Program at Housing & Redevelopment Authorities
- Step-Up Program

- Twin Cities Rise! Tax Credit Program
- WomenVenture Non-Traditional Employment Program
- Work Opportunity Tax Credit Program

Programs for the General Public

These programs are not targeted to any particular group.

- Job Service Program
- MnSCU College and University Programs
- Youth Works*AmeriCorps

Programs for Incumbent Workers

Incumbent workers are those who are currently in the workforce. These programs assist incumbent workers to maintain their jobs, find new jobs or to advance in the labor market.

- Apprenticeship Training Program
- Collaborative Rural Nurse Practitioner Program
- Dislocated Worker Pilot Program
- Dislocated Worker Program
- MnSCU Customized Training Program
- Partnership Program – Minnesota Job Skills Partnership
- Trade Readjustment Act / NAFTA Program
- Vocational Rehabilitation Program

Programs for Older Workers

To be eligible for these programs, one must be age 55 or older and have a qualifying low income.

- City of Duluth - SCSEP
- JTPA Title IIA 5% Older Worker Program
- Green Thumb - SCSEP
- MDES Senior Community Service Employment Program (SCSEP)
- National Indian Council on Aging – SCSEP
- National Senior Citizen Education & Research Center – SCSEP
- National Urban League – SCSEP
- United States Forest Service – Superior Forest SCSEP
- United States Forest Service - Chippewa Forest SCSEP

Programs for People Receiving Public Assistance

To be eligible for these programs, one must be a recipient of public assistance such as food stamps or welfare.

- Food Stamp Employment & Training Program
- Jobs-Plus Community Revitalization Initiative
- MFIP Employment Services Program
- Pathways Program - Minnesota Job Skills Partnership
- Refugee Self-Sufficiency Program
- State JTPA Supplemental Program
- Welfare to Work Indian and Native American Program
- Welfare to Work Program

Programs for Veterans of the Armed Forces

To be eligible for these programs, one must be a veteran of the armed forces or a qualifying dependent of a veteran of the armed forces.

- Dependents Education Assistance – Chapter 35
- Montgomery G.I. Bill – Active Duty Program
- Montgomery G.I. Bill – Selective Reserve Program
- Veterans Services Program
- Vocational Rehabilitation and Counseling Program

Programs for Youth

These programs are targeted to youth or young adults.

- Agriculture Education Improvement Grant Program
- Carl Perkins Vocational and Applied Technology (Secondary Education) Program
- DNR Youth Programs
- Employer Rebate Programs
- Hubert H. Humphrey Job Corps Center
- JTPA Title IIB Summer Youth Employment and Training Program
- JTPA Title IIC Youth Training Program
- Minnesota Youth Program
- Minnesota Youthbuild Program
- Transition Program for Children with Disabilities
- School to Work Project for Cities of First Class Program
- Secondary Career & Technical Categorical Aid Program
- Seeds Program
- Student Worker Internship Programs
- Summer Health Care Internship Program
- Summer Youth Employment Program
- Summer Youth Program (Community)
- Youth Apprenticeship Program
- Youth Entrepreneurship Grants Program
- Youthbuild Program (not the same as MDES' Youthbuild)
- Urban Youth Corps Program

While programs within a given category have the same general target population, the types and level of services they provide and the segments within each target population they assist may vary considerably. These differences among programs can lead to wide variance in program costs and measures such as the cost per participant and placement rate. Direct comparisons, without close examination of programmatic and target population differences, could lead to erroneous conclusions.

In a few cases, the number of programs included in each target population category's summary matrix will be less than the total number of programs identified for that category because information was not received from all programs by the time this report was published. In all cases, the missing programs are funded directly by the federal government. The missing programs are listed in the summary for each target population.

The information that is reported for each program is from the 1997-1998 period, unless otherwise noted. A general exception to this rule is that in order to examine programs' long-term participant job retention and long-term participant earnings gains we needed to use a cohort of participants from the 1995-1996 period. Exceptions to this are also noted.

Following is a table that shows the number of programs, the federal, state and total allocations, and the number served for each target population category. Some individuals participated in more than one of the programs in the time period examined for this report, although the extent is not known.

Table 1: Number and Funding of Programs, by Target Population

Program's Main Target Population	Number of Programs	Federal Funding	State Funding	Total Funding	Number of Individuals Served
People with Disabilities	6	\$38,200,000	\$23,628,250	\$61,828,250	48,321
Economically Disadvantaged / Targeted Populations ³⁴	18	\$13,585,642	\$17,840,298	\$31,698,940	66,809
General Public	3	\$123,447,143	\$502,205,320	\$625,652,463	716,339
Incumbent Workers ³⁵	8	\$8,715,293	\$46,282,814	\$54,998,107	166,683
Older Workers ³⁶	9	\$5,139,129	\$0	\$5,139,129	1,349
Public Assistance Recipients	8	\$41,435,000	\$11,400,000	\$52,835,000	56,082
Veterans ³⁷	5	\$3,200,000	\$0	\$3,200,000	28,601
Youth ³⁸	21	\$20,502,805	\$30,931,192	\$51,433,997	102,094
Totals	78	\$254,498,012	\$632,287,874	\$886,785,886	1,186,278

³⁴ Information on funding was not available for 5 programs, and information on the number served was not available for 4 programs. Refer to the summary and matrices for this target population to see a list of programs with missing information. The funding figures include 1999-2000 funding for WomenVenture.

³⁵ The funding figures include 1998-99 funding for MnSCU.

³⁶ Information on funding and the number served was not available for four programs. Refer to the summary for this target population to see a list of programs with missing information.

³⁷ Information on funding and the number served was not available for four programs. Refer to the summary for this target population to see a list of programs with missing information.

³⁸ Information on funding and the number served was not available for one program. Refer to the summary for this target population to see a list of programs with missing information.

The following charts illustrate the number of individuals served and the total state and federal allocations, respectively, for each target population category.

Figure 1: Number Served, by Target Population

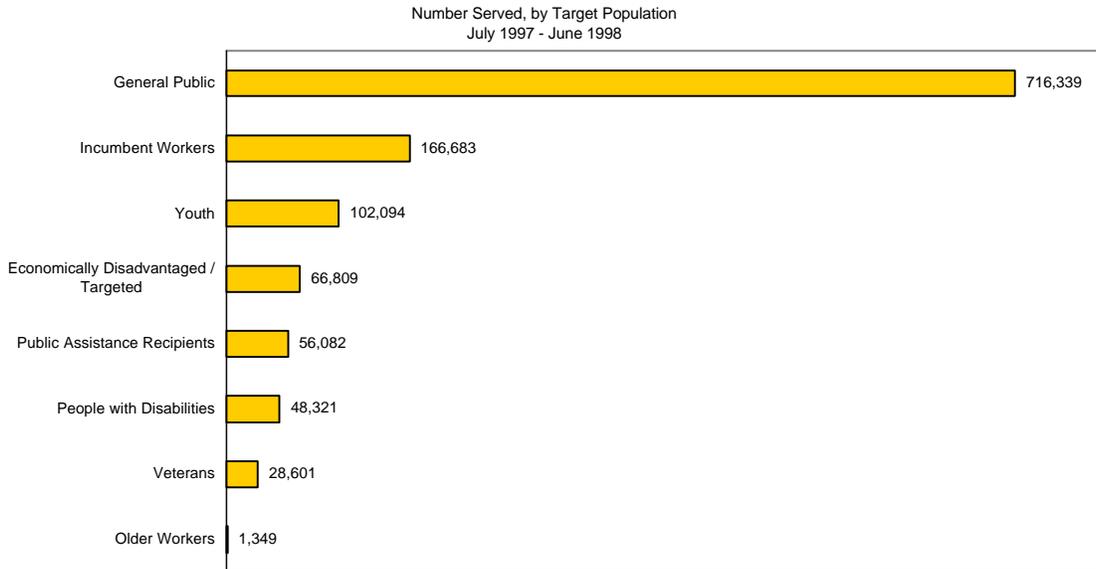
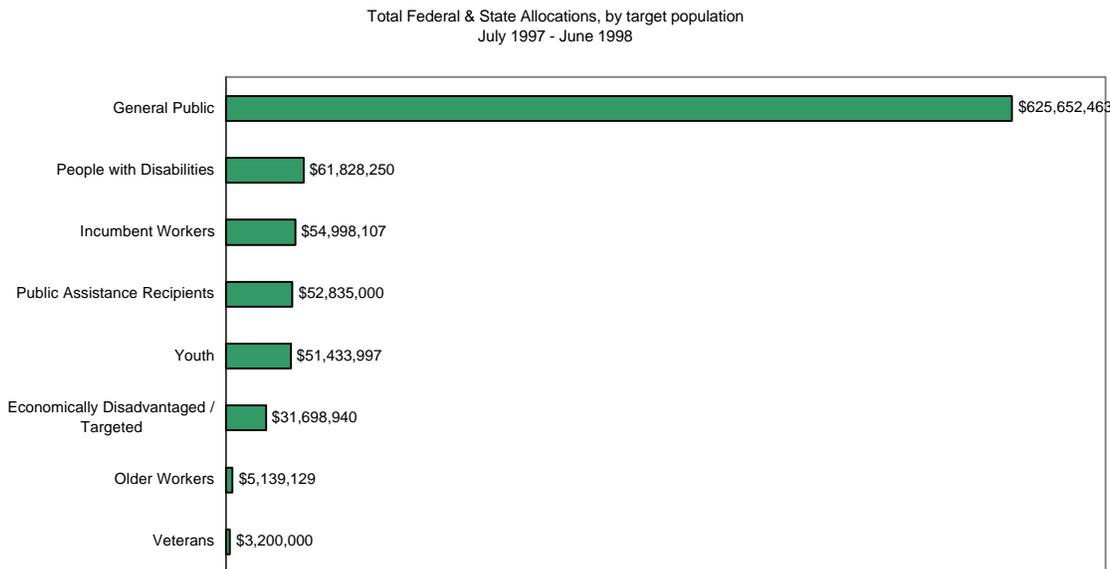


Figure 2: Total Federal and State Allocations, by Target Population



Descriptive summaries for each target population category are found in the following pages. In addition to information on funding and the number served, each summary lists the programs in the category and a brief description of how the programs are similar to or different from each other.

Programs for People with Disabilities

Six programs targeted toward people with disabilities were identified for this report. To be eligible for these programs, one must have a qualifying physical or mental disability. One program is entirely federally funded, three are entirely state funded, and two receive both federal and state funding. During 1997-1998, there were 48,321 participants served at a total cost of \$61,828,250, of which \$38,200,000 was federal funding and \$23,628,250 was state funding.

The programs in this category include:

- Day Training & Habilitation Program
- Extended Employment Program – Basic Funding
- Extended Employment Program – Coordinated Employability Projects
- Extended Employment Program – MN Employment Center for People who are Deaf or Hard of Hearing
- Vocational Rehabilitation Program – Rehabilitation Services
- Vocational Rehabilitation Program– State Services for the Blind

All of the programs in this section provide employment, training and support services designed to help persons with disabilities gain or maintain employment and self-sufficiency. According to program representatives, the individuals served by these programs would not be able to work without these services. About 50 percent of the individuals with disabilities in Minnesota are still unemployed, but these programs could serve most of them if more resources were available.

DHS' Day Training & Habilitation Program targets individuals with mental retardation or related conditions. This program was initially habilitative and non-vocational in nature and over the last decade has added vocational services. The programs administered by MDES serve individuals with all disabilities. The State Services for the Blind Vocational Rehabilitation (VR) Program specifically serves individuals with visual disabilities, while the Vocational Rehabilitation program serves individuals with all other types of disabilities. The Extended Employment (EE) programs serve individuals with the most severe disabilities who are already placed in employment (usually by the VR Program) and who need ongoing services to maintain their employment. The VR program is federally guided and time-limited and the three EE programs continue to support individuals after the time limit for VR has passed, so that the individuals can maintain employment.

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 43.

Programs for Economically Disadvantaged / Targeted Populations

Fourteen programs for economically disadvantaged or other targeted populations are included in this report. To be eligible for these programs, one must have either a qualifying low income or be a member of a targeted population. Native Americans, displaced homemakers, migrant workers, or people living in public housing units are examples of targeted populations. Four programs are entirely federally funded, seven are entirely state funded, and three receive both federal and state funding. During 1997-98, there were 66,809 participants served at a total cost of \$31,698,940, of which \$13,858,642 was federal funding and \$17,840,298 was state funding. The programs in this category include:

- Adult Basic Education Program
- Displaced Homemaker Program
- Enterprise Zone Job Creation Incentive Grants Program
- Highway Maintenance Worker Trainee Program
- JTPA Title IIA 8% Education Coordination Program
- JTPA Title IIA Training Services for Disadvantaged Adults
- LEAP Apprenticeship Program
- Minnesota Correctional Facility – St. Cloud Vocational Training
- Minnesota Opportunities Industrialization Centers
- MnDOT On-the-Job Training Program
- “Soft Skills” Program at Camp Ripley
- Twin Cities Rise! Tax Credit Program
- WomenVenture Non-Traditional Employment Program
- Work Opportunity Tax Credit Program

The JTPA IIA program is designed to provide low-income individuals with job-related training. The Adult Basic Education program is designed to help individuals learn basic skills that will allow them to better their employment or to get further education and training. Some programs are targeted to address the needs of a more specific population. The Corrections program serves eligible incarcerated individuals, while the LEAP, Twin Cities Rise!, and Minnesota Opportunities Industrialization Centers programs work with people of color. The LEAP Program and WomenVenture provide training for women in non-traditional employment, which offers better pay than traditional employment allowing women to more readily become self-sufficient. The Displaced Homemaker Program and the Soft Skills Program at Camp Ripley work with women who are entering the workforce from the home. The Enterprise Zone Program and the Work Opportunity Tax Credit Program are designed to encourage employers to hire targeted individuals. MnDOT’s Highway Maintenance Worker Trainee and On-the-Job Training programs are efforts to diversify the agency’s workforce and to provide women, persons of color, and people with disabilities with opportunities to train for the high paying jobs available in the agency.

Information about four federally funded programs was not received by the time this report was published.

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 55.

Programs for the General Public

Three programs for the general public are included in this report. These programs are not targeted to any particular group. While there are no eligibility criteria for the Job Service or Youth Works*AmeriCorp programs, there are criteria for admission to the institution and particular program for the MnSCU College and University programs. Criteria may include a high school diploma or general equivalency degree, state residency, and prior academic knowledge and performance. One program is entirely federally funded and the other two programs receive both federal and state funding. During 1997-98, there were 716,339 participants served at a total cost of \$625,652,463, of which \$123,447,143 was federal funding and \$502,205,320 was state funding.

The programs in this section of the report include:

- Job Service Program
- MnSCU College and University Programs
- Youth Works*AmeriCorps

Though the three programs in this section serve the general public, they have very different goals. The Job Service Program is a system for workforce exchange, meant to provide information and to bring together jobseekers and employers. MnSCU College and University Programs provide technical, pre-baccalaureate, baccalaureate, master's, occupational and continuing education. The Youth Works*AmeriCorps Program is focused on promoting and supporting community service and service-learning opportunities. While the Youth Works*Americorp Program is a community service program, it does provide training opportunities for individuals within community service settings.

The wage at placement, placement, job retention, and earnings gains measures are not appropriate measures for either the Job Service or the Youth Works*AmeriCorps Program. Placement in an unsubsidized job is not the primary goal of the Youth Works*Americorp Program, so these measures do not fit very well with the program's goals. The measures are also not appropriate for examining the Job Service Program. Job Service money is not used for training or support services. Participants in the Job Service Program may be continually employed while they are using the program's services. For example, they may be using the labor market information provided by the program to find out about job opportunities. In addition to job seekers, primary customers of the Job Service Program are employers.

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 77.

Programs for Incumbent Workers

Eight programs for incumbent workers have been identified for this report. Incumbent workers are those who are currently in the workforce. These programs assist incumbent workers to maintain their jobs, to find new jobs or to advance in the labor market. They also assist businesses by training workers to meet employers needs for employees with specific skills. One program is entirely federally funded, five programs are entirely state funded, and two programs receive a combination of federal and state funding. During 1997-98, there were 166,683 participants served at a total cost of \$54,998,107, of which \$8,715,293 was federal funding and \$46,282,814 was state funding.

The programs in this section of the report include:

- Apprenticeship Training Program
- Collaborative Rural Nurse Practitioner Program
- Dislocated Worker Pilot Program
- Dislocated Worker Program
- MnSCU Customized Training Program
- Partnership Program – Minnesota Job Skills Partnership
- Trade Readjustment Act / NAFTA Program
- Vocational Rehabilitation Program

The Collaborative Rural Nurse Practitioner Program is a relatively small program that is intended to address the need for nurse practitioners in rural areas. The Apprenticeship Training Program exists to ensure that the high-level skills of journeypersons are transferred to apprentices. The Minnesota Job Skills Partnership Program is designed to bring together employers who have specific training needs with education or non-profit organizations that can develop training programs to meet the employers needs. The MnSCU Customized Training Program also develops and provides training programs tailored to meet employers' needs for employees with specific skills. The DLI Vocational Rehabilitation Program serves incumbent workers that have been injured on the job, as a provision of state worker's compensation law.

The Dislocated Worker Pilot Program, Dislocated Worker (DW) Program, and the Trade Adjustment Act/NAFTA (TAA/NAFTA) Program address the needs of employees who have been dislocated or are likely to be dislocated if they do not receive training. The programs benefit employers by allowing workers to return to the workplace sooner and by providing employers with trained workers to meet their employment needs. The DW Program and the TAA/NAFTA Program address different types of dislocation events. The DW Program assists workers dislocated due to technological changes, business conditions, or movement of facilities within the United States. The entirely federally funded TAA/NAFTA Program assists workers dislocated specifically as a result of business movement to other nations.

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 85.

Programs for Older Workers

Five programs to assist low-income older workers are included in this report. To be eligible for these programs, one must be age 55 or older and have a qualifying low income. All of the programs are federally funded. During 1997-98, there were 1,349 participants served by these programs at a total cost of \$5,139,129.

The programs in this section of the report include:

- JTPA Title IIA 5% Older Worker Program
- MDES Senior Community Service Employment Program (SCSEP)
- National Senior Citizen Education & Research Center – SCSEP
- National Urban League – SCSEP
- United States Forest Service – Superior Forest SCSEP

With the exception of the JTPA II-A 5% Program, all of the programs in this section receive their funding through the U.S. DOL's Senior Community Service Employment Program (SCSEP). Some money is received by MDES to administer an older worker program, while the remaining programs listed in this section receive an allocation directly from the U.S. DOL. All programs receiving SCSEP funding are partners under WIA.

The older worker population will be the fastest growing segment in Minnesota's workforce between now and 2030. This demographic trend, combined with the projection that over the next ten years the pool of 16 to 24 year olds will be shrinking from 21 to 15 percent of our labor force, indicates that those aged 55 and older will be needed to alleviate our current labor shortage. With the implementation of WIA, the current JTPA II-A 5% Program, which sets aside JTPA funds to serve those economically disadvantaged individuals aged 55 years and older, will be eliminated. The void created by the elimination of the JTPA II-A 5% program will put increased emphasis on SCSEP to serve this group.

The following federally funded programs are also intended to assist low-income older workers. All of these programs receive their funding from the U.S. DOL SCSEP. However, information about these programs was not received by the time this report was published:

- U.S. Department of Labor, City of Duluth - SCSEP
- U.S. Department of Labor, Green Thumb - SCSEP
- U.S. Department of Labor, National Indian Council on Aging - SCSEP
- U.S. Department of Labor, United States Forest Service - Chippewa Forest SCSEP

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 97.

Programs for People Receiving Public Assistance

Six employment and training programs for people receiving public assistance are included in this report. To be eligible for these programs, one must be a recipient of public assistance such as food stamps or welfare. One program is entirely federally funded, two are entirely state funded, and three receive both federal and state funding. During 1997-98, there were 56,082 participants served at a total cost of \$52,835,000, of which \$41,435,000 was federal funding and \$11,400,000 was state funding.

The programs in this section of the report include:

- Food Stamp Employment & Training Program
- MFIP Employment Services Program
- Pathways Program - Minnesota Job Skills Partnership
- Refugee Self-Sufficiency Program
- State JTPA Supplemental Program
- Welfare to Work Program

Five of the six programs in this section provide a full range of services including job seeking or employment assistance, job training, and support services designed to help recipients of public assistance gain or maintain employment and self-sufficiency. The Pathways Program supplements these programs by focusing on the provision of job training. The State of Minnesota is authorized by the federal government to run the Welfare-to-Work, Food Stamp Employment and Training, and MFIP Employment Services Programs. States with large refugee populations are expected to run the federally funded Refugee Self-Sufficiency Program.

The following federally funded programs also assist recipients of public assistance. However, information about these programs was not received by the time this report was published:

- U.S. Department of Housing & Urban Development, Jobs-Plus Community Revitalization Initiative Program
- U.S. Department of Labor, Welfare-to-Work Indian & Native American Program

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 107.

Programs for Veterans of the Armed Forces

One program targeted towards veterans is included in this report. To be eligible for this program, one must be a veteran of the armed forces or a qualifying spouse of a veteran of the armed forces. The Veterans Services Program is entirely federally funded. The program received a federal allocation of \$3,200,000 and served 28,601 participants in 1997-98.

The Veterans Service Program is the only program that delivers employment and training services to all veterans. Through Veterans Services programs, veterans are also assured of receiving priority services relating to employment and training and receive assistance to overcome employment barriers.

The following federally funded programs are also intended to assist veterans of the armed forces or their dependents. However, information about these programs was not received by the time this report was published:

- U.S. Department Veterans Affairs, Vocational Rehabilitation and Counseling Program
- U.S. Department Veterans Affairs, Montgomery G.I. Bill - Active Duty
- U.S. Department Veterans Affairs, Montgomery G.I. Bill - Selective Reserve
- U.S. Department Veterans Affairs, Dependents Education Assistance - Chapter 35

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 117.

Programs for Youth

Twenty employment and training programs for youth are included in this report. These programs are targeted to youth or young adults. Four programs are entirely federally funded, fourteen are entirely state funded, and one receives both federal and state funding. During 1997-98, there were 102,094 youth served at a total cost of \$51,433,997, of which \$20,502,805 was federal funding and \$30,931,192 was state funding.

The programs in this section of the report include:

- Agriculture Education Improvement Grant Program
- Carl Perkins Vocational and Applied Technology (Secondary Education) Program
- DNR Youth Programs
- Employer Rebate Programs
- Hubert H. Humphrey Job Corps Center
- JTPA Title IIB Summer Youth Employment and Training Program
- JTPA Title IIC Youth Training Program
- Minnesota Youth Program
- Minnesota Youthbuild Program
- Transition Program for Children with Disabilities
- School to Work Project for Cities of First Class Program
- Secondary Career & Technical Categorical Aid Program
- Seeds Program
- Student Worker Internship Programs
- Summer Health Care Internship Program
- Summer Youth Employment Program
- Summer Youth Program (Community)
- Youth Apprenticeship Program
- Youth Entrepreneurship Grants Program
- Urban Youth Corps Program

The programs in this section have a variety of objectives and goals. The programs fall into general categories as follows:

Programs to fund program establishment/ development/ improvement: Agriculture Education School-to-Work Grant Program, School-to-Work Project for Cities of First Class Program, Youth Apprenticeship Program. Schools use these program funds to establish the specific program. Once the programs are established, funding to continue the program and to directly serve students is provided by the school districts.

Programs for direct educational services within the school setting: Carl Perkins Vocational & Applied Technology (Secondary Education) Program, Secondary Vocational Categorical Aid Program, Transition Program for Children with Disabilities, Youth Entrepreneurship Grants Program, Summer Health Care Internship Program. The Carl Perkins Program provides funds to school districts to support their efforts to improve their career and technical education programs so that they reflect current business/ industry trends

and replicate, to the extent possible, state of the art technology. The Secondary Vocational Categorical Aid Program provides funding to supplement the school districts' general education funding for vocational programs, because vocational programs tend to have added costs resulting from the equipment, supplies, and lower student to teacher ratios necessary to assure safe and effective learning environments. The Youth Entrepreneurship Grants Program provides venture capital to groups of students (with adult leadership) to support entrepreneurial projects. The Summer Health Care Internship Program brings together students and health care employers to encourage students to explore health care related careers.

Program to encourage employers to provide paid work experience: Employer Rebate Program. Rebate monies to small/ medium size employers who provide paid internships and apprenticeships for youth and paid internships for educators.

Programs to diversify state agency workforce and provide training opportunities for youth of color/ economically disadvantaged youth: Seeds Program, Urban Youth Corp. These programs target youth of color, provide work experience and on-the-job training, and encourage placement within MnDOT upon program completion.

Programs to develop skills of participants while also completing agency/ community projects: DNR Youth Programs, IRRRB Student Worker Internship Program, IRRRB Summer Youth Program (Community). These programs have a dual purpose of (1) providing employment and service-learning opportunities for youth; and (2) completion of community projects.

Programs to provide work experience opportunities for economically disadvantaged youth: MHFA Summer Youth Employment Program. This program provides opportunities for employment and on-the-job skills development at housing projects for youth who live at or near the projects.

Programs to provide employment and training opportunities for economically disadvantaged and/ or at-risk youth to complete school and gain skills to compete in the marketplace: JTPA Title II-B Summer Youth Employment & Training Program, JTPA Title II-C Youth Training Program, Minnesota Youth Program, Minnesota Youthbuild Program, and H.H.H. Job Corps Center.

Measures examined for this report, as they relate to youth programs

Wage outcomes, placement rates, job retention rates and earnings gains are not appropriate measures for most of the youth programs identified in this report because immediate job placement is not a goal of most of the programs. Examples of youth program goals include:

- Enhancement of basic educational skills
- Opportunities to explore vocational options and the world of work

- Encouragement of school completion or enrollment in supplementary or alternative programs
- Enhancement of citizenship skills
- Reduction in welfare dependency
- Increasing the long-term employability of youth
- Providing opportunities for youth to engage in community service and volunteerism.

More appropriate measures for youth programs may include youth returning to school, completing the program objective, getting a diploma/ continuing education, academic credit, increase in math and reading levels, and reduction in welfare dependence.

The following federally funded program also serves youth. However, information about this program was not received by the time this report was published:

- U.S. Department of Housing & Urban Development, Youthbuild (not the same as MDES' Youthbuild)

Information on the individual programs in this category can be found in the matrices for this target population category, which begin on page 121.

Program Summaries

Summary Matrices

Following are a series of matrices that show summarized information for each program. The programs are grouped together based on their target population so there are separate matrices for the eight categories of programs. While some programs could fit into more than one of the categories, we have attempted to place them in the one most appropriate category. The eight categories of programs include the following:

- Programs for People with Disabilities
- Programs for Economically Disadvantaged / Targeted Populations
- Programs for the General Public
- Programs For Incumbent Workers
- Programs for Older Workers
- Programs for People Receiving Public Assistance
- Programs for Veterans of The Armed Forces
- Programs for Youth

Each matrix is divided into six color-coded sections. The key below shows the program information that is found in each colored section:

Program Funding Sources	Federal and State funding sources and allocations
General Program Information	Mission, Goals, Services, Need for Program
Program Costs	Number Served, Total Cost, Administrative Cost, Costs Per Participant and Per Placement, List of Administrative Expenses, Successful Completion Rate
Wage Outcomes	Hourly Wage at Placement in Specific Wage Categories, Average Hourly Wage at Placement
Placement & Retention Rates	Percent of Participants Who Have Job at Program Completion, Job Retention One and Three Years after Program Completion
Earnings Gains	Earnings Gains Immediately, Six Months, One Year, and Three Years After Program Completion
Other Goals & Vendor Information	Other Program Goals, Number and Types of Employment & Training Vendors Used, Methods of Evaluating Vendors

Following are abbreviations for state and federal agencies as they appear in the matrices:

- | | |
|------------|---------------------------------------------------------|
| CFL | Minnesota Department of Children, Families and Learning |
| DOC | Minnesota Department of Corrections |
| MDES | Minnesota Department of Economic Security |
| MDH | Minnesota Department of Health |
| DHS | Minnesota Department of Human Services |
| DLI | Minnesota Department of Labor and Industry |
| M. Affairs | Minnesota Department of Military Affairs |
| DNR | Minnesota Department of Natural Resources |
| Revenue | Minnesota Department of Revenue |
| DTED | Minnesota Department of Trade and Economic Development |
| MnDOT | Minnesota Department of Transportation |

Minnesota Inventory of Employment and Training Programs

U.S. DOL	U.S. Department of Labor
U.S. VA	U.S. Department of Veterans Affairs
IRRRB	Iron Range Resources and Rehabilitation Board
MHFA	Minnesota Housing Finance Agency
MnSCU	Minnesota State Colleges and Universities
MPCA	Minnesota Pollution Control Agency

Programs for People with Disabilities

Programs for People with Disabilities

Six programs targeted toward people with disabilities were identified for this report. To be eligible for these programs, one must have a qualifying physical or mental disability. One program is entirely federally funded, three are entirely state funded, and two receive both federal and state funding. During 1997-1998, there were 48,321 participants served at a total cost of \$61,828,250, of which \$38,200,000 was federal funding and \$23,628,250 was state funding.

The programs in this section of the report include:

- Day Training & Habilitation Program
- Extended Employment Program – Basic Funding
- Extended Employment Program – Coordinated Employability Projects
- Extended Employment Program – MN Employment Center for People who are Deaf or Hard of Hearing
- Vocational Rehabilitation Program – Rehabilitation Services
- Vocational Rehabilitation Program– State Services for the Blind

All of the programs in this section provide employment, training and support services designed to help persons with disabilities gain or maintain employment and self-sufficiency. According to program representatives, the individuals served by these programs would not be able to work without these services. About 50 percent of the individuals with disabilities in Minnesota are still unemployed, but these programs could serve most of them if more resources were available.

DHS' Day Training & Habilitation Program targets individuals with mental retardation or related conditions. This program was initially habilitative and non-vocational in nature and over the last decade has added vocational services. The programs administered by MDES serve individuals with all disabilities. The State Services for the Blind Vocational Rehabilitation (VR) Program specifically serves individuals with visual disabilities, while the Vocational Rehabilitation program serves individuals with all other types of disabilities. The Extended Employment (EE) programs serve individuals with the most severe disabilities who are already placed in employment (usually by the VR Program) and who need ongoing services to maintain their employment. The VR program is federally guided and time-limited and the three EE programs continue to support individuals after the time limit for VR has passed, so that the individuals can maintain employment.

Programs for People with Disabilities

Program Funding Sources ³⁹				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES Extended Employment (EE) Program – Basic Funding	Not applicable.	Not applicable.	State General Fund	\$10,500,000
MDES Extended Employment (EE) Program - Coordinated Employability Projects⁴⁰	Not applicable.	Not applicable.	State General Fund	\$822,000
MDES Extended Employment (EE) Program - MN Employment Center for People who are Deaf or Hard of Hearing⁴¹	Not applicable.	Not applicable.	State General Fund	\$200,000
MDES Vocational Rehabilitation Program – Rehabilitation Services	U.S. Department of Education	\$31,400,000	State General Fund match	\$6,500,000
MDES Vocational Rehabilitation Program – State Services for the Blind	U.S. Department of Education, Rehabilitation Services Administration	\$6,800,000	State General Fund match	\$2,300,000
DHS Day Training and Habilitation Program (DT&H)⁴²	Health Care Financing Agency	Information unavailable.	Medical Assistance, School Districts, County Social Services Accounts	Some information unavailable. CSSA block grant for calendar year 1998: \$3,306,250

³⁹ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

⁴⁰ For the period of July 1998 through June 1999.

⁴¹ For the period of July 1998 through June 1999.

⁴² This information is not tracked. Title IX waiver funds are allocated to each county. Monies allocated cover a myriad of service options for people, DT&H is only one of the many supports that are eligible for reimbursement. Therefore, allocations are not available specific to DT&H. If a person's individual service plan indicates a need for DT&H, he/she may choose a vendor and the vendor is reimbursed. If a person does not need DT&H support those services would not be purchased.

Programs for People with Disabilities

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
MDES EE Program – Basic Funding	To provide the ongoing services necessary to maintain and advance the employment of persons with severe disabilities.	<p>Ongoing employment support services are available throughout the state.</p> <p>Encourage employment in integrated community based settings.</p> <p>Increase wages.</p> <p>Maximize worker choice in the decisions affecting employment.</p> <p>Serve a diverse range of individuals with severe disabilities.</p>	<p>Services are provided by community rehabilitation programs (CRPs). CRPs provide services that are necessary to maintain or advance the worker's employment.</p> <p>Services include job skill training at the work site; behavior management, job-related self-advocacy skills training; communication skills training; independent living skills training; training in job seeking skills; career planning, job development; job placement; rehabilitation technology, job redesign, or environmental adaptations; disability awareness training for the worker, the worker's employer, supervisor or co-workers, and other services to increase the worker's inclusion at the work site; job-related safety training; facilitation of natural supports at the work site; transitional employment services; other services needed to maintain or advance the employment of these workers.</p>	This program is a unique program that targets individuals with severe disabilities who would not be able to participate in Minnesota's workforce without the ongoing employment support services provided. Approximately half of Minnesotans with disabilities are not working although most want to work, and literally thousands more could be working if resources were available to provide ongoing support to all persons with disabilities who want to work. Because of their large numbers, individuals with disabilities comprise a strategic resource to help meet Minnesota's worker shortage.
MDES EE Program - Coordinated Employability Projects	Provide and create access to stable competitive and supported employment for individuals who have Serious and Persistent Mental Illness (SPMI). The individual having been hospitalized for mental illness or being at serious risk of being hospitalized determines SPMI.	<p>Provide valued workers to Minnesota employers.</p> <p>Assist individuals with SPMI to find employment.</p> <p>Provide on-going supports to maintain employment.</p> <p>Support employers who have workers with SPMI.</p> <p>Make employment for individuals with SPMI available throughout the state.</p> <p>Coordinate services with county and state human services programs.</p> <p>Reduce the need for hospitalization and other services.</p>	<p>Services that are necessary to find, maintain or advance the worker's employment. These supports are a rehabilitation intervention in which providers work with individuals who have attained jobs to help them stay attached to the labor force</p> <p>Services include: job skill training; behavior management; job-related self-advocacy skills training; communication skills training; training in job seeking skills; career planning, job development, or job placement; job-related safety training; transitional employment services.</p>	<p>This is an effective and unique Minnesota program that targets individuals with SPMI who would not be able to participate in Minnesota's workforce without the intensive and/or ongoing employment support services provided.</p> <p>It is estimated that over 50,000 persons with SPMI are not able to work. These projects show how strategic investments of public resources allow persons with SPMI to go to work. The overall public investment is reduced and the individuals become taxpayers.</p>
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing	Provide and create access to employment for individuals who are deaf and hard of hearing by providing on-going employment support and community rehabilitation	<p>Career planning and placement services.</p> <p>Provide on-going supports to maintain employment.</p> <p>Support employers who have hearing impaired workers.</p> <p>Make employment for individuals who are deaf or hard of hearing available throughout</p>	<p>Career exploration and vocational evaluation services to establish individualized employment goals and service plans.</p> <p>Supported employment services to maintain employment.</p> <p>Technical assistance to employment providers, schools and professionals.</p>	This is a unique program that targets individuals who are deaf or hard of hearing who would not be able to participate in Minnesota's workforce without the intensive and/or ongoing employment support services provided. This program differs from the EE basic program because the staff, especially the job coaches, needs to be fluent in American Sign

Programs for People with Disabilities

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
	services leading to stable competitive and supported employment outcomes.	the state.	Coordinate a network of job training options that support the individual goals and career plans of MEC participants.	Language as well as knowledgeable in rehabilitation practices.
DHS Day Training and Habilitation Program	Create vocational / employment service options and choices that support self-determination, opportunities for personal growth and self-sufficiency.	Support and enhance self-determination through opportunities, options and choice. Job related skill acquisition. Build bridges to communities for persons through inclusion, job development and support, education for communities and businesses. Advancement of independence and self-sufficiency.	Training and support necessary to obtain and retain community-based employment as identified in individual service plans including, but not limited to; Assessment and job placement Job coaching Supported employment Skill acquisition training (vocational, activities of daily living, socialization). Opportunities to participate in community activities.	DT&H programs serve people with mental retardation or related conditions who need vocational support. It's a service option that is mandated by statute.
MDES Vocational Rehabilitation Program – Rehabilitation Services	Assist Minnesotans with disabilities to reach their goals for working and living in the community.	Achieve improved employment outcomes that respond to consumer needs. Collaboration to implement the Minnesota Workforce Center System and Workforce Investment Act of 1998. Productive coalitions with workforce investment partners, program stakeholders that include consumers, employers, disability advocacy organizations, schools, and social service agencies.	Assessment to determine vocational rehabilitation needs. Vocational evaluation and work adjustment training. Rehabilitation counseling and guidance. Job coaching, OJT, specific skill and post secondary training, job placement and post-employment services. Referral to other programs and services. Independent living skills training to support an employment goal. Auxiliary aids and services, rehabilitation/assistive technology; durable medical equipment; and personal assistance services. Physical and mental restoration. Purchase of occupational licenses, tools, equipment, and initial stocks and supplies. Transportation.	This program is the state's only comprehensive, statewide employment program serving persons with significant disabilities, a population historically unserved or underserved by other employment and training programs. While Minnesota has the highest labor force participation in the nation for persons with disabilities, approximately 50% of Minnesotans with disabilities are unemployed. Studies find that 79% of this population want to work (**) but face multiple, substantial barriers in achieving employment and self-sufficiency.
MDES Vocational Rehabilitation Program – State Services for the Blind (SSB)	To foster the achievement of vocational and personal independence by persons of all ages who are blind or visually impaired.	To operate a statewide, comprehensive, coordinated, effective, efficient, and accountable program of vocational rehabilitation, which is designed to assess, plan, develop, and provide vocational rehabilitation services for individuals who are blind or	Services delivered under an Individualized Plan for Employment. Services must be necessary to achieve a specific vocational outcome. They include: diagnostic and evaluation, rehabilitation counseling, information and referral, adjustment to blindness, low vision aids, physical and mental	SSB is the state-designated unit under 34 CFR 361 to provide vocational rehabilitation services to blind and visually impaired persons in Minnesota. It provides or funds most services leading to employment by blind and visually impaired persons. While there are private sector service providers,

Programs for People with Disabilities

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
		visually impaired, consistent with their strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice, so that such individuals may prepare for and engage in gainful employment.	restoration, college, university, and other vocational training, training equipment and supplies, reader services, transportation, assistive technology, advocacy, job placement, occupational equipment and supplies, telecommunications and other services.	they depend on SSB for their funding. SSB provides the supportive services needed for persons to achieve their vocational goals.

Programs for People with Disabilities

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES EE Program - Basic Funding	7,381	\$10,113,000 ⁴³	\$364,000	\$1,370	Not applicable. ⁴⁴	Staff and non-personnel expenses.	Not applicable.
MDES EE Program - Coordinated Employability Projects ⁴⁵	404	\$822,000	\$72,000	\$2,035	Not applicable. ⁴⁶	Cost of 1.0 FTE to provide contract management, training, program management, program evaluation and data analysis.	Not applicable.
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing ⁴⁷	67	\$200,000	\$0	\$2,985 ⁴⁸	Not applicable. ⁴⁹	No administrative budget is appropriated for this program. Administrative costs are absorbed from the basic extended employment administrative budget.	Not applicable.
MDES Vocational Rehabilitation Program – Rehabilitation Services	27,094	\$37,100,000	\$4,600,000 ⁵⁰	\$1,369	\$8,918	Administrative office salaries, travel, office space, communication, supplies, and direct/indirect Executive Branch charges for services that include accounting and personnel management.	65 % ⁵¹
MDES Vocational Rehabilitation Program – State Services for the Blind	2,928	\$7,935,000	\$1,747,000	\$2,710	\$11,169 ⁵²	Administration of the program including planning, budgeting, evaluation, accounting, financial management, statistical systems and related data processing, indirect costs.	69.3% ⁵³
DHS Day Training and Habilitation Program	10,447	\$125,372,777 ⁵⁴	Not available	\$12,000	Not available.	Not available.	Not available. ⁵⁵

⁴³ In addition to the \$10,113,000 used for the EE Program Basic Funding, funds were contracted to Advocating Change Together (ACT) and wage equity payments were given to EE providers.

⁴⁴ All participants are individuals who are working. To participate in the program an individual must have a severe disability and require support services to maintain and advance in employment. Individuals are placed in Extended Employment after initial placement and training programs complete their efforts.

⁴⁵ For the period of July 1998 through June 1999.

⁴⁶ All participants are individuals who are working.

⁴⁷ For the period of July 1998 through June 1999.

⁴⁸ The cost per participant includes some expenses associated with establishing employment services outside the metro area.

⁴⁹ All participants are individuals who are working, as the program provides supports to individuals who work. Individuals in the program are placed there after initial placement and training programs complete their efforts.

⁵⁰ Of this total, \$2.6 million are VR Program administrative costs, and \$2 million state and MDES direct and indirect charges

⁵¹ This percentage is based on the employment rate of VR consumers for whom an employment plan was developed. On average, VR employment plans are completed in 28 months.

⁵² Total cost per person at time of program completion.

⁵³ Of those who terminated in the given year, 69.3 percent successfully completed the program.

⁵⁴ Reported costs are for the 1998 calendar year. The cost is self-reported by vendors.

⁵⁵ DHS does not monitor individual outcomes.

Programs for People with Disabilities

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES EE Program - Basic Funding	0.1 %	0.6 %	2.3 %	4.0 %	9.5 %	83.5 %	\$3.46 ⁵⁶	\$4.02 ⁵⁷
MDES EE Program - Coordinated Employability Projects	1 %	5 %	8 %	13 %	27 %	47 %	Not available.	\$6.73
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing	3.4 %	3.4 %	31 %	25.8 %	20.7 %	15.5 %	Not available.	\$8.25
MDES Vocational Rehabilitation Program – Rehabilitation Services⁵⁸	8 %	14 %	17 %	14 %	19 %	28 %	\$7.88	\$8.31
MDES Vocational Rehabilitation Program – State Services for the Blind⁵⁹	17.4 %	17.4 %	13.7 %	11.4 %	12.1 %	28 %	\$10.11 ⁶⁰	\$9.88 ⁶¹
DHS Day Training and Habilitation Program⁶²	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.

⁵⁶ Average wages earned by participants for 97-98. The program is not a placement program but provides on-going services to maintain employment after placement. Program providers operate under U.S. Department of Labor sub-minimum wage certificates which exempts individuals with very severe disabilities. When services are provided in the community wages are substantially higher.

⁵⁷ Average wages earned by participants for 98-99. Please see footnote that directly proceeds this one.

⁵⁸ VR wage data is recorded by type of employment outcome (competitive, sheltered, self-employment, supported employment); this data incorporates all outcomes.

⁵⁹ Program is not completed until participant is employed for at least 90 days.

⁶⁰ For the period of October 1, 1996 through September 30, 1997.

⁶¹ For the period of October 1, 1996 through September 30, 1997.

⁶² These categories are not applicable. DT&H programs hold sub-minimum wage certificates. If a person could be competitively employed, he/she would most likely not need the level of services a DT&H program provides. Extended employment through MDES or some other support would be more appropriate.

Programs for People with Disabilities

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES EE Program - Basic Funding⁶³	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MDES EE Program - Coordinated Employability Projects⁶⁴	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing⁶⁵	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MDES Vocational Rehabilitation Program – Rehabilitation Services	65 %	89.7 %	Not available.	35 %	60.4 %	Not available.
MDES Vocational Rehabilitation Program – State Services for the Blind	86.4 % ⁶⁶	92.1 %	36.8 %	13.6 %	50 %	33.3 %
DHS Day Training and Habilitation Program	Not applicable.	Not available.	Not available.	Not available.	Not available.	Not available.

⁶³ Information on retention after placement is not applicable to this program. The extended employment basic funding is based on individuals working. It is a post-placement program.

⁶⁴ Information on retention after placement is not applicable to this program. The Coordinated Employability Projects funding is based on individuals working or seeking work. It is primarily a post placement program.

⁶⁵ Information on retention after placement is not applicable to this program. The MEC basic funding is based on individuals working. It is a post placement program.

⁶⁶ This number appears to be less than 100 percent because some of those who completed the program moved out of state or were self-employed, thus their wages do not show up in Minnesota's wage detail records.

Programs for People with Disabilities

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES EE Program - Basic Funding⁶⁷	Not available.	Not available.	Not available.	Not available.	No formal survey of the earnings of individuals who do not receive employment support services has been conducted. ⁶⁸
MDES EE Program - Coordinated Employability Projects⁶⁹	Not available.	Not available.	Not available.	Not available.	No formal examination of earnings was made for individuals with SPMI who did not receive training.
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing⁷⁰	Not available.	Not available.	Not available.	Not available.	No formal examination of earnings was made for individuals who are deaf or heard of hearing and did not receive training.
MDES Vocational Rehabilitation Program – Rehabilitation Services	\$11,388 average annual.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MDES Vocational Rehabilitation Program – State Services for the Blind	\$1,614 quarterly gain	\$1,263 quarterly gain	\$11,170 annual gain	\$6,315 annual gain	Analysis of this type has not been done.
DHS Day Training and Habilitation Program⁷¹	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.

⁶⁷ Currently the program is putting together data to identify wage increase after three years.

⁶⁸ Individuals targeted by the program who are not currently served by the program would either be unemployed or served by the more costly Day Training and Habilitation programs administered by DHS. DHS should have information on the earnings of individuals in DTH programs.

⁶⁹ The program is in the first year of implementing a detailed data base of work history. Retention and wage change information is not available at this time.

⁷⁰ The program has been funded for only two years. It does not yet track wages longitudinally so that the data to determine wage increase is not available at this time.

⁷¹ Individual SSN data is not possible to obtain without surveying 246 program sites. DHS does not receive individual data; the employment information is aggregated for each site. For the 1998 year, their survey data shows the following: (a) 5,218 individuals in community employment, with total earnings of \$8,249,602; (b) 7,176 individuals in facility employment, with total earnings of \$2,506,362; (c) 3,848 individuals working in both the community and facility; and (d) 772 individuals not working at all.

Programs for People with Disabilities

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
MDES EE Program - Basic Funding	The standard measures of success are the number of persons working, the number of hours worked, and the wages earned. Currently the unit is examining methods for determining consumer satisfaction and choice with vendors.	29 Community Rehabilitation Programs (CRP) and one county agency are funded.	Programs are funded only for the actual hours of work performed by Extended Employees. If the consumer is not employed and earning a wage, the agency is not funded. Dollars not earned are redistributed to providing agencies based on the hours where wages met or exceeded minimum wage.	Funding to programs that can not deliver hours of work are redistributed to other programs based on program priorities.
MDES EE Program - Coordinated Employability Projects	The standard measures of success are the number of persons working, the number of hours worked, and the wages earned. We are exploring methods of comparing services to see if reductions in medical and social services are achieved because of employment.	12	Twelve community rehabilitation programs or community mental health agencies across the state.	Providers are reimbursed based on performance for the provision of employment support services to eligible individuals. In 1999, the program administrators will continue to study the pros and cons and effectiveness of more sophisticated cost-based rate settings. The program administrators will also develop mechanisms for uniformity of fiscal reporting to determine actual costs across various providers. To date, aggregate data on the projects has been collected on an annual basis. In 1998, the EE program designed and implemented a new provider uniform reporting system that tracks and will provide longitudinal employment data on individuals. Reporting by providers into this system began in November 1998. This new system will provide individual demographic data for persons participating in the projects, information about the types of jobs and employers, as well as longitudinal service data including the types and amounts of supports provided to assist persons with mental illness to maintain employment. To our knowledge, this will be the first database of its kind in the country.
MDES EE Program - MN Employment Center for People who are Deaf or Hard of Hearing	The standard measures of success are the number of persons working, the number of hours worked, and the wages earned.	One consortium.	MEC is a consortium of two community rehabilitation programs, advocacy organizations and the state vocational rehabilitation program.	Staff participate in management review of consortium.

Programs for People with Disabilities

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
MDES Vocational Rehabilitation Program – Rehabilitation Services	Described in previous section.	53 WorkForce Centers	<p>Services are provided through WorkForce Centers.</p> <p>Vendors include private, non-profit Community Rehabilitation Programs; job placement and vocational assessment vendors, Minnesota state universities; community and vocational-technical colleges; private colleges; and private technical and trade schools.</p> <p>Our consumers' Individual Employment Plans are developed and implemented with the assistance of medical specialists and subspecialists/clinics, psychologists for general psychological, neuropsychological and vocational assessments/consultations; vehicle adaptation vendors and vendors of rehabilitation/assistive technology.</p>	Since our program's employment plans are individualized, no vendor is selected by the consumer and approved by the program unless its services will fulfill the goals of the individualized employment plan. Standards-based accreditation is heavily relied upon including school accrediting bodies; in the case of rehabilitation organizations, certification of rehabilitation organizations by Commission on Accreditation of Rehabilitation Facilities, state licensure and individual or institutional accreditation of medical/psychological facilities and practitioners. Counselors oversee the activities and outcomes of placement vendors and keep abreast of school program placement data
MDES Vocational Rehabilitation Program – State Services for the Blind	We continue to coordinate our services with those of other partners in the Minnesota WorkForce Center system. We are developing cooperative and interagency agreements with agencies, including public and private institutions of higher education, American Indian tribal vocational rehabilitation programs, and other components of the state workforce investment system. These should result in cost savings and other long-term gains.	134	Vendors include community rehabilitation programs and individual service providers and colleges and universities	Vendor effectiveness is evaluated informally through customer feedback to SSB rehabilitation counselors, who address problems at the time of their occurrence.
DHS Day Training and Habilitation Program	Left blank.	244 facilities	Mostly non-profit facilities for serving people with disabilities. The vendors must be licenses by DHS licensing through 245B Consolidated Standards.	Consumer satisfaction and effectiveness in meeting individual consumer goals and desires.

Programs for Economically Disadvantaged / Targeted Populations

Programs for Economically Disadvantaged / Targeted Populations

Fourteen programs for economically disadvantaged or other targeted populations are included in this report. To be eligible for these programs, one must have either a qualifying low income or be a member of a targeted population. Native Americans, displaced homemakers, migrant workers, or people living in public housing units are examples of targeted populations. Four programs are entirely federally funded, seven are entirely state funded, and three receive both federal and state funding. During 1997-98, there were 66,809 participants served at a total cost of \$31,698,940, of which \$13,858,642 was federal funding and \$17,840,298 was state funding. The programs in this section of the report include:

- Adult Basic Education Program
- Displaced Homemaker Program
- Enterprise Zone Job Creation Incentive Grants Program
- Highway Maintenance Worker Trainee Program
- JTPA Title IIA 8% Education Coordination Program
- JTPA Title IIA Training Services for Disadvantaged Adults
- LEAP Apprenticeship Program
- Minnesota Correctional Facility – St. Cloud Vocational Training
- Minnesota Opportunities Industrialization Centers
- MnDOT On-the-Job Training Program
- “Soft Skills” Program at Camp Ripley
- Twin Cities Rise! Tax Credit Program
- WomenVenture Non-Traditional Employment Program
- Work Opportunity Tax Credit Program

The JTPA IIA program is designed to provide low-income individuals with job-related training. The Adult Basic Education program is designed to help individuals learn basic skills that will allow them to better their employment or to get further education and training. Some programs are targeted to address the needs of a more specific population. The Corrections program serves eligible incarcerated individuals, while the LEAP, Twin Cities Rise!, and Minnesota Opportunities Industrialization Centers programs work with people of color. The LEAP Program and WomenVenture provide training for women in non-traditional employment, which offers better pay than traditional employment allowing women to more readily become self-sufficient. The Displaced Homemaker Program and the Soft Skills Program at Camp Ripley work with women who are entering the workforce from the home. The Enterprise Zone Program and the Work Opportunity Tax Credit Program are designed to encourage employers to hire targeted individuals. MnDOT’s Highway Maintenance Worker Trainee and On-the-Job Training programs are efforts to diversify the agency’s workforce and to provide women, persons of color, and people with disabilities with opportunities to train for the high paying jobs available in the agency.

The following federally funded programs also assist economically disadvantaged or other targeted populations. Information about these programs was not received by the time this report was published:

- U.S. Department of Housing & Urban Development, Special Employment Program at Housing & Redevelopment Authorities

Programs for Economically Disadvantaged / Targeted Populations

- U.S. Department of Housing & Urban Development, Step-Up Program
- U.S. Department of Labor, JTPA Indian & Native American E&T Program
- U.S. Department of Labor, Migrant and Seasonal Farmworkers Program

Programs for Economically Disadvantaged / Targeted Populations

Program Funding Sources⁷²				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
CFL Adult Basic Education Program	U.S. Department of Education	\$4,433,043	Family and Early Childhood Education Committee	\$12,780,000
DOC Minnesota Correctional Facility – St. Cloud Vocational Training	Not applicable.	Not applicable.	Department of Corrections General Budget	\$682,347
MDES Displaced Homemaker Program	Not applicable.	Not applicable.	State General Fund	\$1,815,000
MDES Enterprise Zone Job Creation Incentive Grants Program	Not applicable.	Not applicable	State General Fund	\$636,000
MDES JTPA Title IIA 8 % Education Coordination Program	U.S. Department of Labor	\$740,000	No applicable.	Not applicable.
MDES JTPA Title IIA Training Services for Disadvantaged Adults	U.S. Department of Labor	\$6,300,000	Not applicable.	Not applicable.
MDES Minnesota Opportunities Industrialization Centers	U.S. Department of Labor; U.S. Department of Education; U.S. Department of Housing & Urban Development	\$2,000,000	State General Funds	\$800,000
MDES Work Opportunity Tax Credit Program	U.S. Department of Labor, Employment & Training Administration	\$365,000	Not applicable.	Not applicable.
DLI LEAP Apprenticeship Program⁷³	Not applicable.	Not applicable.	General Fund of Department of Labor & Industry	\$203,951

⁷² Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

Programs for Economically Disadvantaged / Targeted Populations

Program Funding Sources ⁷²				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
M. Affairs Soft Skills Program at Camp Ripley	Not applicable.	Not applicable.	1997 Omnibus Economic Development Appropriations Bill	\$50,000
Revenue Twin Cities Rise! Tax Credit Program	U.S. Department of Housing & Urban Development	\$20,599	General Fund tax credit	\$88,000
DTED Women Venture Non-Traditional Employment Program⁷⁴	Not applicable.	Not applicable.	Pass-through grant from DTED	\$265,000
MnDOT Highway Maintenance Worker Trainee Program	Not applicable.	Not applicable.	MnDOT, Metro Division Operating Budget	\$520,000
MnDOT On-the-Job Training Program	U.S Department of Transportation, Federal Highway Administration	Not available. ⁷⁵	Not applicable.	Not applicable.

⁷³ For the period of July 1998 through June 1999.

⁷⁴ This allocation information is for the period of 1999-2000. WomenVenture did not receive state funds for its Non-Traditional Employment program prior to 1999. Funding they received through DTED prior to 1999 was for their business development program.

⁷⁵ Allocation information is not available. Under this program contractors are reimbursed at the rate specified in their individual contract for each hour of OJT they provide. The rate is a bid item in a contract, and the rate varies between contracts. The total amount reimbursed in this state is not tracked by MnDOT or by the U.S. DOT, per Ernest Lloyd of MnDOT.

Programs for Economically Disadvantaged / Targeted Populations

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
<p>CFL</p> <p>Adult Basic Education Program</p>	<p>To provide an opportunity for an individual to read, write and speak in English, compute, and solve problems, at levels of proficiency necessary to function on the job and in society, to achieve one's goals, and to develop one's knowledge and potential.</p>	<p>Getting people off of welfare and self-sufficient.</p> <p>Helping people to attain employment and/or better their current employment.</p> <p>Assisting business and industry to upgrade employee basic skills.</p> <p>Assisting parents to attain basic academic skill.</p> <p>Helping people to learn English, attain a GED or Adult Diploma, attain skills necessary to enter post-secondary education and training, and to gain self-esteem, personal confidence, and sense of personal and civic responsibility.</p>	<p>ESL instruction.</p> <p>GED.</p> <p>Adult Diploma Program.</p> <p>Basic Skills Enhancement.</p> <p>Family Literacy Program for adults and children.</p> <p>Workplace Education (services are provided at the learner's place of employment.)</p>	<p>The need for Adult Basic Education in Minnesota is significant and growing.</p> <p>17% of Minnesotans over 20 lack high school equivalency, about one-third of which receive public assistance.</p> <p>High school dropouts are increasing.</p> <p>MN's immigrant and refugee population is expanding to record levels, estimated 200,000 in need of ESL.</p> <p>Public schools report that the number of parents is growing whose lack of basic skills are barriers to the success of their children.</p> <p>The Nat'l. Adult Lit. Survey reports 8% of MN's adult population is at the lowest of five levels of functional literacy and 20% have functional literacy needs.</p> <p>Major MN employers report large costs to train and retrain employees whose lack of basic skills or ability to speak English are liabilities to the profit line.</p>
<p>DOC</p> <p>Minnesota Correctional Facility – St. Cloud Vocational Training</p>	<p>To provide eligible incarcerated offenders with educational opportunities and to prepare them for facility adjustment and for a successful reentry into society.</p>	<p>Serve students who are most undereducated in terms of basic, life, social, and employability skills.</p> <p>Assist inmates in moving toward employment.</p> <p>Reduce recidivism.</p> <p>Require inmate education involvement if they read below the 10th grade level and/or do not possess a high school diploma or GED.</p> <p>Offer recognized credits, certificates, and diplomas, as determined by generally accepted standards in the education community.</p> <p>Operate in a cost-effective manner. Cost/outcome measures will be used to analyze program design.</p> <p>Identify and serve students with special learning needs.</p>	<p>Post-secondary vocational training.</p> <p>Basic, life, social and employability skills training.</p>	<p>Restrictive environment prevents students from seeking training opportunities at other organizations. Since 98% of all incarcerated inmates will be released, education plays an important role in helping inmates create a better future for themselves, which in turn creates a better future for Minnesota.</p>

Programs for Economically Disadvantaged / Targeted Populations

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
		<p>Offer skills that help students become independent learners beyond the high school level.</p> <p>Help students become more effective family members.</p> <p>Develop a data system to report and track student education progress and to provide program management information.</p>		
<p>MDES</p> <p>Displaced Homemaker Program</p>	<p>To provide transitional services and vocational preparation needed to assist displaced homemakers in entering training and/or employment.</p>	<p>Conduct participant outreach and community awareness/education activities.</p> <p>Provide an orientation to all eligible participants explaining the program.</p> <p>Provide a structured employment/ education/ support program including developing an employability development plan for each participant, support groups, workshops, referrals, mentors/ volunteers, support services.</p>	<p>Needs assessment.</p> <p>Individualized employment plans.</p> <p>Personal and career counseling.</p> <p>Workshops and support groups designed to build self-confidence, establish goals, develop support systems, and improve job search skills.</p> <p>Information and referral / support services.</p> <p>Assistance in entering training and / or obtaining employment.</p>	<p>Displaced homemakers have primarily been caring for a family and home and dependent on another income and have lost that income due to separation, death or divorce or other circumstances. They are often older (45+) with outdated education, they receive little in a divorce settlement, no child support (children grown) and face age discrimination while trying to recover their self-esteem after a psychological crisis and look for employment for the first time in years, with little or no skills. They need personal as well as career and educational counseling and often "fall through the cracks" because of a spouse's previous income (applied to her). Other organizations do not provide the life skills and personal counseling that this program does.</p>
<p>MDES</p> <p>Enterprise Zone Job Creation Incentive Grants Program</p>	<p>To provide living wage employment opportunities for city residents and to encourage job creation in those areas of the Twin Cities that are designated Enterprise Zones.</p>	<p>Increase the number of living wage jobs in Enterprise Zones, by encouraging new and existing businesses in the Enterprise Zone to recruit, hire, train, and retain enterprise zone residents.</p> <p>Improve the overall economic conditions within Enterprise Zones.</p>	<p>Incentive grants are available to Enterprise Zone businesses that recruit, hire, train, and retain zone residents in newly-created, full-time jobs at wage levels greater than 100 % of the federal poverty level for a family of four. Grants to businesses are equal to 20 % of the wages paid to an employee, for up to \$5,000 per employee per calendar year.</p>	<p>By encouraging job creation within neighborhoods in which low-income residents live, barriers to employment faced by those residents, such as lack of transportation, will be mitigated. Revitalizing of the economy of low-income neighborhoods will also occur as businesses locate in the neighborhoods.</p>
<p>MDES</p> <p>JTPA Title IIA 8 % Education Coordination Program</p>	<p>This program sets aside eight percent of Minnesota's JTPA Grant to provide:</p> <p>Remedial education.</p> <p>Vocational education.</p> <p>Customized training for women in non-traditional employment.</p>	<p>Increase the rate of high school graduation.</p> <p>Increase literacy rate.</p> <p>Train and place women in non-traditional employment.</p>	<p>Training funds are allocated by formula through JTPA SDAs. Training is provided through remedial education vocational education and customized training.</p>	<p>Reviews of Minnesota high school students, particularly core city students, has documented a continual erosion of students' literacy rates. Eight percent funds are required to meet this falling literacy rate. Most SDAs use their 8% funds to serve targeted populations such as single mothers receiving public assistance. Customized training programs are developed with MnSCU campuses, such as those to train women for higher</p>

Programs for Economically Disadvantaged / Targeted Populations

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
				paying non-traditional employment (which will end their dependence on public assistance).
MDES JTPA Title IIA Training Services for Disadvantaged Adults	To prepare adults facing serious barriers to employment for participation in the labor force, resulting in increased employment and earnings.	Increase employment and earnings of disadvantaged adults. Promote self-sufficiency and reduce public assistance dependence.	Classroom training, OJT, vocational and personal counseling, labor market information dissemination, assessment.	This program provides very important services to a significantly disadvantaged group of people. Both the individuals served and society as a whole benefit from helping these individuals to overcome the barriers that keep them from being employed to the best of their ability. We could do a great deal more with additional funding, as we are currently able to assist just a small percentage of those eligible for service.
MDES Minnesota Opportunities Industrialization Centers	The motivation, training, retraining, placement, and support of the economically disadvantaged, to reduce unemployment and raise the income potential of the unemployed and underemployed.	Deliver employment and training services to the economically disadvantaged. To equip those who need jobs with the skills to do the work. Offer selected skills training where there is a high market demand. Develop new OICs, and ensure organizational coordination, unity and accountability with all OICs. Facilitate the development of quality outcomes through adherence with standards, and the evaluation of programs and services. Diversify sources for increasing the fund and resource bases. Develop a statewide OIC interagency communication and interaction network.	Services include outreach/recruitment; counseling; remedial education; motivational and pre-vocational training; skills training; job development and placement. Under special projects, also serve youth, older workers, refugees, and ex-offenders. Local OICs offer instruction appropriate for the job-specific skills needed by the local community served. Minnesota OICs offer selected skills training where there is a high market demand such as: nursing assistant, business and office, manufacturing, carpentry, computer skills, casino management. Operate programs for special needs projects such as school-to-work, welfare-to-work, Youth Build, internships, ESL and refugee training, Youth Entrepreneurship, and institutional offender training.	OICs have proven to be successful in recruiting and servicing those clients, including people of color and welfare recipients, who never apply to or who drop out of the more institutionalized training programs. Ninety-two percent of all clients in the program were minorities of all races. OIC provides service to the whole person, total development of both attitudes and skills. The Twin Cities OICs operate in the most needy communities, serving the hardest to recruit, train, and place. Summit Academy is located in the near north side of Minneapolis, and the American Indian OIC in the south side Phillips neighborhood, both of which are in the neediest and most impoverished areas in the city. East Metro OIC is located on the south side of downtown Saint Paul, centered to serve the north, east and west sides of the city. In 1999, the Twin Cities OICs are immersed in serving welfare-to-work clients and are operating new programs to refugees from Southeast Asia and Africa.
MDES Work Opportunity Tax Credit Program	To encourage employers to hire targeted individuals by providing them with a tax credit.	To market the Work Opportunity Tax Credit program to employers to encourage them to hire targeted group members. There are eight target groups: AFDC recipients, veterans receiving food stamps, ex-felons, youth living in empowerment / enterprise zones, vocational	Process Work Opportunity Tax Credit applications from employers. Promote Work Opportunity Tax Credit among employers and community agencies.	The program serves a targeted population by encouraging and providing incentive to private sector employers to take hire disadvantaged persons.

Programs for Economically Disadvantaged / Targeted Populations

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
		rehabilitation clients, summer youth, food stamp recipients, and qualified SSI.		
DLI LEAP Apprenticeship Program	The mission of the Labor Education Advancement Program (LEAP) is to combat the residual effect of racial and gender discrimination. The program is an integral part of the State of Minnesota's effort to promote equal employment in apprenticeship for people of color and females.	<p>Increase the participation, retention and graduation rates of people of color and women in registered apprenticeship training programs.</p> <p>Utilize LEAP Advisory Committees to assist with the identification of occupational opportunities for people of color and women.</p> <p>Increase the self-sufficiency and self-esteem for all LEAP clients who are currently enrolled in, or have completed their chosen apprenticeship training programs.</p>	<p>Outreach and recruitment services to increase the "pool" of eligible clients.</p> <p>Intake, screening and counseling to assist clients prepare for entry into apprenticeship.</p> <p>Tutoring and testing to assist clients prepare to take the entry test for apprenticeship.</p> <p>Placement into apprenticeship or related trade occupations.</p> <p>Job support services while engaged in approved training.</p>	The LEAP program serves women and people of color who typically have been excluded from participating in registered apprenticeship programs in the past. Minnesota State Statute provides funding for the delivery of services to recruit and place women and people of color into apprenticeship programs through the State of Minnesota's Registered Apprenticeship Training program. A major difficulty faced by the targeted population is the lack of knowledge about apprenticeship, related trade occupations, entrance requirements or the skills needed to successfully perform any of the tasks within an occupation. This program provides clients with the basic skills necessary to become familiar with a wide variety of occupations and allows them an opportunity to gain access to trades that the clients feel best suits their skills and abilities.
M. Affairs Soft Skills Program at Camp Ripley	Coordinate agreements with the community empowerment support groups to use Camp Ripley as a site for providing "soft skills" job skills to people, including those who are expected to make the transition from welfare to work.	<p>Dedicate as many dollars of the appropriation as possible to direct service of clients of empowerment support groups.</p> <p>Insure that a maximum number of clients are served during each session at Camp Ripley.</p> <p>Insure that facilities and services are high quality and constitute a meaningful experience for participants that attend each session.</p>	<p>Coordinate transportation, food, housing, equipment and support personnel required to complete a "Camp Ripley Retreat" for a predetermined number of days.</p> <p>Participants receive soft skills and computer training.</p>	These agencies, most of whom are grant supported, can conduct training using the National Guard's facilities at Camp Ripley at a much-reduced cost. The primitive nature of the 53,000-acre military reservation offers many opportunities for environmental activities, and a quiet, peaceful environment conducive to good learning and reflection.

Programs for Economically Disadvantaged / Targeted Populations

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
Revenue Twin Cities Rise! Tax Credit Program	To provide employers with skilled workers, primarily men from communities of color in the Twin Cities, by training under- and unemployed adults for skilled jobs that pay a living wage of at least \$20,000 annually.	<p>Increase the supply of skilled workers of color in business.</p> <p>Place low-income adults of color in full-time jobs with growth opportunities that start at \$20,000 with benefits.</p> <p>Provide participants with the skills they need to retain these career-oriented positions.</p> <p>Demonstrate that a market-driven approach to employment and training can work. TCR!'s long-term goal is to earn 50 percent of operating costs through placement fees.</p>	One-on-one job coaching, case management, skill assessment, placement assistance, classroom instruction, and individual tutoring. We subsidize but do not directly provide certain types of technical education, participant transportation, childcare, and other work-related needs. We refer clients for all other services.	This program was designed to respond to the specific market changes and socioeconomic situation in the Twin Cities. A shortage of skilled labor is the state's most critical economic problem. Persistently high unemployment and poverty rates among people of color are due largely to a serious and growing "skills gap" - the gap between the level of skills needed for success at work and those possessed by many adults. Demographic trends also predict that communities of color are the fastest growing populations groups in the State. These facts combine to make a powerful economic and social statement about the necessity of improved links between employers and potential employees of color. The program seeks to fill this need by offering high quality skills preparation targeted at persistently poor adults from communities of color.
DTED Women Venture Non-Traditional Employment Program	To transform the lives of women by strengthening their ability to secure economic success and improve the well being of families and communities.	<p>Concentrate employment service activities on employment readiness, placement and retention.</p> <p>Expand services.</p> <p>Offer employment services for jobs that pay a livable wage in growth industries.</p> <p>Improve receptivity of women in traditionally male-dominated industries.</p> <p>Develop additional partnerships and formal agreements with organizations that address barriers to job readiness and retention for these clients.</p> <p>Develop additional partnerships with industry leaders in traditionally male-dominated industries to address placement and retention issues.</p>	<p>Outreach and recruitment.</p> <p>Assessments.</p> <p>Training.</p> <p>Placement.</p> <p>Retention follow-up and advocacy.</p>	The traditional workforce is not meeting the high demand for technically trained employees. Employers and trainers are looking toward women and minorities to be part of the new skilled work force. With welfare reform many women need to move into the workforce and into self-sufficiency, and non-traditional employment offers better pay than that available in traditional industries. Non traditional employment enables people to become self-sufficient more quickly. There are very few women-specific training programs. Women have very unique training, placement, and retention needs. This program addresses those needs.
MnDOT Highway Maintenance Worker Trainee Program	OJT training to enable participants to acquire the knowledge, skills, and abilities necessary to qualify as an entry level Highway Maintenance Worker.	<p>Promote and enhance workforce diversity and demographic representation.</p> <p>Seek applicants through municipalities, community-based organizations, agencies, and programs developed to provide employment and training and</p>	<p>Classroom training.</p> <p>On-the-job training.</p>	Metro Division's Diversity Vision Statement: "...a representative diverse workforce...". With this in mind, to program is implemented to ensure the development of individuals and target groups who possess the potential to gain knowledge, skills and abilities necessary to meet workforce

Programs for Economically Disadvantaged / Targeted Populations

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
		placement services to underemployed and targeted populations. Primarily focused on increasing representation of minorities, females, and people with disabilities, the program also includes non-minority males in its hiring pool.		demands in serving the public. The Highway Maintenance Trainee Program exists for the purpose of developing employees and to stay competitive in providing MnDOT products and services to our customers and to meet workforce laborer needs.
MnDOT On-the-Job Training Program	Help people of color, women, and other disadvantaged people participate as full partners in the mainstream of MnDOT's planning, construction and management.	To be more inclusive and provide opportunities for people of color, women, and other disadvantaged people to participate as full partners in the planning, construction and management of Minnesota's transportation system. An additional goal is for the trainee to complete the program and remain in the highway construction industry.	The agency establishes annual numerical appointee goals on a project basis for OJT trainee positions and administers the program. Consult with contractors and assist them with their recruitment strategies.	The program provides OJT training aimed at developing full journeymen in the type or job classification. Statewide training and upgrading of under-utilized women and minorities in the workforce toward journeymen status is a primary goal of the program.

Programs for Economically Disadvantaged / Targeted Populations

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
CFL Adult Basic Education Program	51,000	\$19,864,000	\$217,300	\$292	Not applicable.	CFL staff for ABE, plus typical office operating costs.	46 to 66 % ⁷⁶
DOC Minnesota Correctional Facility – St. Cloud Vocational Training	283 ⁷⁷	\$682,347	\$140,291	\$2,411	Does not apply – most participants remain in custody for some period of time after program completion.	Record keeping, equipment, supplies, registration, counseling, all program management functions (such as scheduling), security management, staff management (including staff evaluations), fiscal management, curriculum development, part of salary of director and clerical staff, salary of the administrator.	Not tracked.
MDES Displaced Homemaker Program	1,759	\$1,815,000	\$144,000	\$1,032	\$1,252	Administrative and overhead costs including salaries, benefits, rent, utilities, fiscal management and audits, staff travel, supplies, equipment, insurance, staff development, and other costs associated with planning programs and developing budgets, curriculum development, and staff management.	71 %
MDES Enterprise Zone Job Creation Incentive Grants Program	103 zone residents and 16 zone businesses	\$636,000	\$26,000	\$6,175	\$6,175	Salaries and wages for fiscal management, fiscal reviews, project planning, budgeting, reporting, and onsite monitoring. Listing of employer openings and referrals.	54 % ⁷⁸
MDES JTPA Title IIA 8% Education Coordination Program	512	\$740,000	\$148,000	\$1,445	\$4,689 ⁷⁹	Costs associated with the overall management and administration of the program, including salaries, wages, and supplies and travel related costs of staff engaged in overall program management, program coordination, and general administrative functions. Other costs include those of preparing program plans, budgets, schedules, amendments; and monitoring.	31 % ⁸⁰

⁷⁶ Percent of adults that accomplish their goals in one year and/or move to the next highest level of their program (e.g. move from beginning ESL to intermediate ESL). Percentages differ based on which program area is assessed. Examples of outcome results for Fiscal Year 1999: 7,117 GEDs earned; 1,280 high school diplomas; 884 earned U.S. citizenship, 648 left public assistance, 2,077 entered post-secondary education, 3,585 able to assist children in school, 12,194 gained or bettered employment (under-reported due to lack of electronic follow-up system).

⁷⁷ This includes only those served at St. Cloud (and at the barbering program at Moose Lake), as those are training programs operated by DOC. Training at Stillwater, Faribault and Moose Lake is provided by MnSCU, so the numbers served at those facilities would be captured in MnSCU's figures.

⁷⁸ The rate of 54% reflects the percentage of participants for whom reimbursements were paid to eligible businesses after twelve months.

⁷⁹ The cost per placement does not reflect those attaining literacy competence, which is also a successful program outcome.

Programs for Economically Disadvantaged / Targeted Populations

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES JTPA Title IIA Training Services for Disadvantaged Adults	4,171	\$6,300,000	\$514,000	\$1,510 ⁸¹	\$3,346 ⁸²	Personnel costs: salaries, benefits. Non-personnel costs: supplies, communications, travel, premises costs, capital expenditures, capital equipment.	78 % ⁸³
MDES Minnesota Opportunities Industrialization Centers	2,835	\$8,061,000	\$1,648,000	\$2,843	\$7,035	Wages, fringes and taxes; financial services; liability insurance, travel, meetings, planning, office supplies, audit, staff development, postage, equipment purchases, printing, copying, dues and membership.	80 %
MDES Work Opportunity Tax Credit Program	5,298	\$365,000	\$365,000	Not applicable. Program cost of approximately \$69 per certificate issued. ⁸⁴	Not applicable.	All costs are related to processing applications from employers and promoting the program.	5,298 Tax Credit Certifications issued. ⁸⁵
DLI LEAP Apprenticeship Program⁸⁶	173 ⁸⁷	\$203,951	\$35,527	\$1,179	\$1,179	Personnel costs, salaries and benefits.	100 % ⁸⁸
M. Affairs Soft Skills Program at Camp Ripley	350	\$91,549	\$6,204	\$262	Not applicable.	Overtime compensation for State employee responsible for program administration. Her normal salary was not taken from program funds.	100 %
Revenue Twin Cities Rise! Tax Credit Program⁸⁹	92	\$1,117,518	\$238,039	\$12,147 per active participant.	\$15,521	Salaries, wages, benefits, depreciation, office and equipment rent, professional fees, supplies and postage, telephone, computer maintenance and setup, insurance, facility maintenance, travel, utilities, and other.	78 % ⁹⁰

⁸⁰ Most participants enrolled in customized training take two years to complete their program, and those attaining literacy competency are NOT counted.

⁸¹ The cost per participant reported above is for all participants in the period, not just those who terminated.

⁸² The cost per placement is the total cost divided by the 1,883 terminees who were placed.

⁸³ The 78% above refers to the percent of terminees who were successfully placed in jobs. Of the 2,417 participants who terminated during the period reported on, 1,883 were successfully placed in jobs.

⁸⁴ Cost per participant is not an appropriate measure for this program.

⁸⁵ These are worth a potential \$12,715,200 in tax savings to employers.

⁸⁶ For July 1, 1998 through June 30, 1999.

⁸⁷ For July 1, 1998 through June 30, 1999.

⁸⁸ LEAP programs provide intake and assessment services for their clients preparing them for entry into apprenticeship or related trades employment. The Community Based Organization considers the participant placed in employment as a "completed" individual.

⁸⁹ Time period reported on is January 1 through December 31, 1998.

⁹⁰ Seventy-eight percent of participants had positive terminations. Positive terminations include those who completed the program and were placed, those who were previously unemployed and left the program after some training to enter a job, and those who left the program after receiving some training to enter a better job than the one they held before entering the program (i.e. a job with higher wages).

Programs for Economically Disadvantaged / Targeted Populations

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
DTED Women Venture Non-Traditional Employment Program⁹¹	100	\$254,000	\$186,000	\$2,540	\$3,791	Staff salaries and fringe benefits, travel, publications, office costs.	67 % ⁹²
MnDOT Highway Maintenance Worker Trainee Program	51	\$520,000	\$7,650	\$10,196 ⁹³	\$10,196	External contracts. Internal staffing and services rendered in the delivery of training.	90 %
MnDOT On-the-Job Training Program	82	Not available. ⁹⁴	Not available.	Not available.	Not available.	Not available.	Not available.

⁹¹ This information is for calendar year 1998 although WomenVenture did not directly receive funding for this program from the state (through DTED) until 1999.

⁹² 100 were assessed, and 67 completed the training portion (which is considered a successful completion). Of those who completed the training, the number placed within six months was 47.

⁹³ The cost per participant includes the cost of the salaries paid to trainees.

⁹⁴ Allocation information is not available. Under this program contractors are reimbursed at the rate specified in their individual contract for each hour of OJT they provide. The rate is a bid item in a contract, and the rate varies between contracts. The total amount reimbursed in this state is not tracked by MnDOT or by the U.S. DOT, per Ernest Lloyd of MnDOT.

Programs for Economically Disadvantaged / Targeted Populations

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
CFL Adult Basic Education Program	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
DOC Minnesota Correctional Facility – St. Cloud Vocational Training⁹⁵	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MDES Displaced Homemaker Program	0 %	25 %	0 %	25 %	50 %	0 %	\$8.02	\$7.83
MDES Enterprise Zone Job Creation Incentive Grants Program	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MDES JTPA Title IIA 8% Education Coordination Program	9.2%	17.2%	20.9%	22.1%	24.5%	6.1%	\$7.81	\$8.97
MDES JTPA Title IIA Training Services for Disadvantaged Adults	7.6 %	21.2 %	29.4 %	23.7 %	13.8 %	4.3 %	\$8.58	\$9.31
MDES Minnesota Opportunities Industrialization Centers	0 %	0 %	99 %	0 %	1 %	0 %	\$7.60 ⁹⁶	\$7.78 ⁹⁷
MDES Work Opportunity Tax Credit	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.

⁹⁵ Currently in negotiations with DES to obtain wage data.

⁹⁶ \$15,805 for calendar year 1997.

⁹⁷ \$16,185 for calendar year 1998.

⁹⁸ The concept of "program completion" does not really apply to this program. The tax credit certificate is issued to employers for voucher-eligible employees they have already hired.

Programs for Economically Disadvantaged / Targeted Populations

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
Program⁹⁸								
DLI	33 %	59 %	8 %	0 %	0 %	0 %	Not available.	Not available.
LEAP Apprenticeship Program⁹⁹								
M. Affairs	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
Soft Skills Program at Camp Ripley								
Revenue	11 %	58 %	26 %	0 %	5 %	0 %	\$10.35	\$10.80
Twin Cities Rise! Tax Credit Program								
DTED	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	\$10.00	\$10.40
Women Venture Non-Traditional Employment Program								
MnDOT	0 %	100 %	0 %	0 %	0 %	0 %	\$12.99	\$13.38
Highway Maintenance Worker Trainee Program								
MnDOT	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
On-the-Job Training Program¹⁰⁰								

⁹⁹ The earning levels shown reflect the beginning wages clients are receiving as they begin their apprenticeship or related trade training programs. The wages therefore are considered "outcomes" because it is what the clients are currently receiving at the completion of their involvement in the LEAP program

¹⁰⁰ It is impossible to collect this information because contractors for various projects employ the individual trainees. The trainees' classification and wage rate can change from project to project, however MnDOT ensures that they are always paid the prevailing wage for the classification in which they are working.

Programs for Economically Disadvantaged / Targeted Populations

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
CFL Adult Basic Education Program	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
DOC Minnesota Correctional Facility – St. Cloud Vocational Training¹⁰¹	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MDES Displaced Homemaker Program	60.3 %	90.4 %	74.9 %	39.7 %	39.2%	51.5 %
MDES Enterprise Zone Job Creation Incentive Grants Program	100 %	64 %	Not available.	Not applicable.	Not applicable.	Not applicable.
MDES JTPA Title IIA 8% Education Coordination Program	68.9 %	88 %	76.4 %	31.1 %	49.6 %	53.8 %
MDES JTPA Title IIA Training Services for Disadvantaged Adults	76 %	87.4 %	74.5 %	24 %	41.6 %	44.8 %
MDES Minnesota Opportunities Industrialization Centers¹⁰²	60 %	80 %	Not available.	40 %	20 %	Not available.
MDES Work Opportunity Tax Credit Program¹⁰³	Not applicable.	87.2 % ¹⁰⁴	Not available.	Not applicable.	Not applicable.	Not applicable.

¹⁰¹ It is not possible to do this type of analysis on this population of participants for a number of reasons. All of the 28 participants who completed training in 95-96 were incarcerated at a date earlier than our oldest available wage detail records. (All were incarcerated sometime before August 1995.) Analysis would further be complicated by the fact that nine are still incarcerated, at least one has been reincarcerated, and one was picked up by Canadian officials and taken to Canada upon release.

¹⁰² SSN information is not available at the agency level. This information is held by the five providers.

¹⁰³ Placement rates do not apply to this program, because the tax credit is issued for employees who have already been hired. Job retention rates of individuals for whom the tax credits are issued is not currently tracked.

Programs for Economically Disadvantaged / Targeted Populations

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
DLI LEAP Apprenticeship Program ¹⁰⁵	100 %	Not available. ¹⁰⁵	Not available.	Not available.	Not available.	Not available.
M. Affairs Soft Skills Program at Camp Ripley ¹⁰⁷	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
Revenue Twin Cities Rise! Tax Credit Program	100 % ¹⁰⁸	91 %	Not available.	Not applicable.	Not applicable.	Not applicable.
DTED Women Venture Non-Traditional Employment Program ¹⁰⁹	70 %	50 % ¹¹⁰	Not available.	30 %	Not available.	Not available.
MnDOT Highway Maintenance Worker Trainee Program	98.1 %	94.3 %	Not available. ¹¹¹	1.9 %	0 %	Not available.
MnDOT On-the-Job Training Program ¹¹²	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.

¹⁰⁴ This figure was determined using wage detail data. However retention for clients for whom tax credits were issued in 1996-97 were examined, so we were not able to look at retention three years after placement.

¹⁰⁵ All LEAP clients receive intake and assessment services as a part of the LEAP program. The major goal of the LEAP program is to place clients into registered apprenticeship training programs. To become an apprentice the client must become employed in order to gain entry into the training program. Once the client becomes an apprentice the LEAP program has achieved their goal of placing the client into a registered apprenticeship program. Immediately upon completion of the registered apprenticeship program the individual continues his/her working status as a journey person. Hence, 100% have jobs after program completion, because they are already working at graduation.

¹⁰⁶ DLI was unable to find statutory authority that would allow them to share participants' SSNs with DES.

¹⁰⁷ Retention and earnings gains data is not available for this program because it was not in place until May 1998, and individual SSNs are not collected by the agency as the nine individual providers keep track of participant information.

¹⁰⁸ TCR! defines program completion as being placed into a final placement position. Therefore, completion equals employment.

¹⁰⁹ Participants' SSNs were not collected in the past, but they will begin collecting them.

¹¹⁰ WomenVenture looked at retention rates two years after program completion and found 50% were still working in non-traditional employment. If they were working in traditional employment, they were not considered retained.

¹¹¹ This figure was determined using wage detail data. However retention for participants who completed the program in 1996-97 was examined, so we were not able to look at retention three years after placement.

¹¹² The MnDOT OJT Program does not track OJT trainee individuals by their SSN, nor does it gather specific aggregate information about job retention and earning gains.

Programs for Economically Disadvantaged / Targeted Populations

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
CFL Adult Basic Education Program	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
DOC Minnesota Correctional Facility – St. Cloud Vocational Training¹¹³	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MDES Displaced Homemaker Program	\$995 quarterly gain	\$1,044 quarterly gain	\$4,625 annual gain	\$8,110 annual gain	Analysis of this type has not been done.
MDES Enterprise Zone Job Creation Incentive Grants Program¹¹⁴	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MDES JTPA Title IIA 8% Education Coordination Program	\$1,140 quarterly gain	\$1,226 quarterly gain	\$5,589 annual gain	\$8,665 annual gain	Analysis of this type has not been done.
MDES JTPA Title IIA Training Services for Disadvantaged Adults	\$1,438 quarterly gain	\$1,554 quarterly gain	\$7,216 annual gain	\$9,390 annual gain	Analysis of this type has not been done.
MDES Minnesota Opportunities Industrialization Centers¹¹⁵	\$13,975 per year.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MDES Work Opportunity Tax Credit Program¹¹⁶	\$835 quarterly gain	\$924 quarterly gain	\$4,814 annual gain	Not applicable. ¹¹⁷	Analysis of this type has not been done.

¹¹³ It is not possible to do this type of analysis on this population of participants for a number of reasons. All of the 28 participants who completed training in 95-96 were incarcerated at a date earlier than our oldest available wage detail records. (All were incarcerated sometime before August 1995.) Analysis would further be complicated by the fact that nine are still incarcerated, at least one has been reincarcerated, and one was picked up by Canadian officials and taken to Canada upon release.

¹¹⁴ Participants' SSNs are not collected, so earnings gains analysis could not be done for this program.

¹¹⁵ SSN information is not available at the agency level. This information is held by the five providers.

¹¹⁶ The concept of "program completion" does not really apply to this program. The tax credit certificate is issued to employers for voucher-eligible employees they have already hired.

Programs for Economically Disadvantaged / Targeted Populations

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
DLI LEAP Apprenticeship Program ¹¹⁸	\$10.00 - \$14.00 per hour ¹¹⁹	Not available. ¹²⁰	Not available.	Not available.	Analysis of this type has not been done.
M. Affairs Soft Skills Program at Camp Ripley ¹²¹	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
Revenue Twin Cities Rise! Tax Credit Program	\$14,458 annual income ¹²²	Currently researching this question.	Currently researching this question.	Currently researching this question.	Have not tracked a control group. Have tracked earnings of participants who drop out of our program prior to completion. These participants generally show increases in wages and reductions in unemployment. Average weekly rose 17% after 9 months in the program and 37% after 18 months.
DTED Women Venture Non-Traditional Employment Program ¹²³	Approx. \$10.40 per hour ¹²⁴	Approx. \$10.40 per hour ¹²⁵	Approx. \$12.40 per hour ¹²⁶	Not available.	Analysis of this type has not been done.
MnDOT Highway Maintenance Worker Trainee Program ¹²⁷	\$1,850 quarterly gain	\$2,287 quarterly gain	\$10,816 annual gain	Not available. ¹²⁸	No knowledge of comparative data collected or available.
MnDOT On-the-Job Training Program ¹²⁹	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.

¹¹⁷ Wage detail records were used to determine earnings gains. However, earnings gains for clients for whom tax credits were issued in 1996-97 were examined, so we were not able to look at earnings gains three years after placement.

¹¹⁸ Clients are not tracked after being placed in an occupation, unless they are in need of additional job support services.

¹¹⁹ LEAP trainees usually begin employment in the \$10.00 to \$14.00/ hour range. Assuming no employment, or minimum wage employment prior to this placement, participants would show an increase in wages of 50% to 100%.

¹²⁰ DLI was unable to find statutory authority that would allow them to share participants' SSNs with DES.

¹²¹ Retention and earnings gains data is not available for this program because it was not in place until May 1998, and individual SSNs are not collected by them as the nine individual providers keep track of participant information.

¹²² The average wage at program start was \$7,533. Average wage at placement was \$21,991. This represents a 292% earnings gain.

¹²³ Participants' SSNs were not collected in the past, but they will begin collecting them.

¹²⁴ For the 70 % of participants who were unemployed before entering the program.

¹²⁵ For the 70 % of participants who were unemployed before entering the program.

¹²⁶ For the 70 % of participants who were unemployed before entering the program.

¹²⁷ These earnings gains figures apply only to those participants who are retained at MnDOT. Earnings gains for those who leave MnDOT for other employment are not known.

¹²⁸ These figures were determined using wage detail data. However earnings gains for clients for whom tax credits were issued in 1996-97 were examined, so we were not able to look at retention three years after placement.

¹²⁹ The MnDOT OJT Program does not track OJT trainee individuals by their SSN, or gather specific aggregate information about earning gains.

Programs for Economically Disadvantaged / Targeted Populations

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
CFL Adult Basic Education Program	Fiscal year 1999: program outcomes – Total ABE Adult enrollment: Basic skills (general): 26,533 ESL participants: 27,259 GED participants: 14,259 Family literacy: 805 Workplace Ed.: 3,278 Citizenship: 4,705 Selected Participant Characteristics – Unemployed: 42 % On Public Assistance: 17 % Incarcerated: 8 % Parents: 82 %	1,200 licensed teachers	The ABE system is delivered through 1,200 licensed teachers, primarily in public schools. Other locations include correctional facilities, community and technical colleges, and community-based organizations.	Program providers must apply annually to continue their service or to become a new ABE provider. As part of the application process they must provide their results data from the previous year. Periodic site visits are also conducted to do on-site program review.
DOC Minnesota Correctional Facility – St. Cloud Vocational Training	See previous list of goals.	One	MnSCU offers programs at Shakopee, Stillwater, Faribault, and Moose Lake. The DOC runs the programs at St. Cloud.	For both the Department of Corrections programs and the MnSCU programs, an on-site evaluation is conducted at least every three years by an outside team.
MDES Displaced Homemaker Program	To save money for the State by employing these clients. To provide the most comprehensive services funding will allow through cooperating and coordinating with many outside agencies and businesses.	12	Twelve programs throughout the state. Two programs are housed in technical/community colleges, five with Community Action Agencies (CAPs), and five are independent agencies. All are non-profits.	DES MIS system is used to track clients and statistics for the program. Quarterly narratives, year-end reports, and monitoring visits also evaluate the effectiveness of the program.
MDES Enterprise Zone Job Creation Incentive Grants Program		Not applicable.	Vendors are not used. However, the following businesses hired zone residents in Minneapolis and Saint Paul: TRI, Butler Drug, David Frost, TCB, Siyeza, Handicabs, Aaron Carlson, Ecolab, Electro-plate Engineering, Gross-Given Manufacturing, Loes Enterprises, Scanlan International, Sealy of Minnesota, St. Paul Collision Center, UNIPAC Service, Corporation, and Vomela Specialty.	Ongoing review of enrollments and positive terminations. Annual review by state agency.
MDES JTPA Title IIA 8% Education Coordination Program	The 8% program has been instrumental in the development of customized training programs. Due to its coordinated administration by MnSCU and MDES, both employer and training	17 Service Delivery Areas	The 17 SDA's usually subcontract with MnSCU to provide training throughout the state. Private sector employers may also provide OJT. SDA's that have facilities to provide computer skills upgrading may also provide	Each SDA evaluated the effectiveness and value of the training it contracts for. This evaluation takes into account the ability to place the enrollee and the total salary and compensation package trainees receive.

Programs for Economically Disadvantaged / Targeted Populations

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
	perspective and the education perspective are included in the program design.		training directly. Private training facilities may be used, however their higher costs must be justified before a contract is written.	
MDES JTPA Title IIA Training Services for Disadvantaged Adults	By assisting individuals on public assistance to find jobs and to earn higher incomes, we hope to promote their self-sufficiency and their ability to contribute more fully to their families and communities. The individuals will be able to contribute more economically, in terms of taxes paid and the multiplier effect on the economy of their spending.	17	Service Delivery Areas (SDAs)	The Service Delivery Areas are monitored at least once a year. Their performance is also reviewed annually to ensure that they meet the JTPA performance standards.
MDES Minnesota Opportunities Industrialization Centers		Five	Local OICs provide all training.	Quarterly performance and financial reviews.
MDES Work Opportunity Tax Credit Program	None.	Zero	This program issues tax credits to employers; it is not a training program.	
DLI LEAP Apprenticeship Program		Four	Each of the four LEAP grantees (Mpls. Urban League, St. Paul Urban League, Anishinabe, and WomenVenture) are allocated grant funds to provide services to their clients.	Monitor the quarterly results of placing their clients into apprenticeships or related training programs. The quarterly results are compared to the projected number they submit with their grant proposals at the beginning of each fiscal year.
M. Affairs Soft Skills Program at Camp Ripley		One	The Center for Innovation and Economic Development of St. Cloud Technical College provided computer instruction. Most instruction was provided by the organizations utilizing Camp Ripley	Their service was evaluated through feedback from clients and staff of those agencies served through this program. Instruction was very basic.
Revenue Twin Cities Rise! Tax Credit Program	Two major systems-change goals: (1) influence public policy to focus on outcomes-oriented results in the area of workforce development; and (2) develop a new model that can partially finance job training via employer fees and outcomes-oriented tax credits. We also hope to have a broader impact on workforce development through	8	KRS Business and Computer School. Minneapolis Community and Technical Colleges. St. Paul Tech. Dunwoody Institute. Adult Basic Education (ABE) and GED programs offered by the Minneapolis Family and Community Educational Service (FACES).	Marketability of graduates of technical training programs. Ongoing observation, assessment and site visits by education specialist. Feedback from trainees about quality of off-site programs.

Programs for Economically Disadvantaged / Targeted Populations

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
	replication and the sharing of technology so that workforce development can become more widespread as employers begin to share training costs.		Other proprietary computer training programs. ESL programs: Gateway, Bridge to English, etc. Hubb Center for Lifelong Learning in St. Paul (ABE, GED, ESL).	
DTED Women Venture Non-Traditional Employment Program	Systemic change in public policy.	10 individuals	Individual construction consultant. Student interns or businesspeople who volunteer to do training and consulting.	The volunteer director and a non-traditional programming staff member supervise trainers. Students evaluate the instructor at the end of every training session.
MnDOT Highway Maintenance Worker Trainee Program	Left blank.	Two	Training is provided by MnDOT employees and by Dakota County Technical College.	Not applicable.
MnDOT On-the-Job Training Program	Goals are listed previously.	Three	Women in the Trades, Urban League, and WomenVenture.	Quarterly and annual reports submitted by the vendors.

Programs for the General Public

Three programs for the general public are included in this report. These programs are not targeted to any particular group. While there are no eligibility criteria for the Job Service or Youth Works*AmeriCorp programs, there are criteria for admission to the institution and particular program for the MnSCU College and University programs. Criteria may include a high school diploma or general equivalency degree, state residency, and prior academic knowledge and performance. One program is entirely federally funded and the other two programs receive both federal and state funding. During 1997-98, there were 716,339 participants served at a total cost of \$625,652,463, of which \$123,447,143 was federal funding and \$502,205,320 was state funding.

The programs in this section of the report include:

- Job Service Program
- MnSCU College and University Programs
- Youth Works*AmeriCorps

Though the three programs in this section serve the general public, they have very different goals. The Job Service Program is a system for workforce exchange, meant to provide information and to bring together jobseekers and employers. MnSCU College and University Programs provide technical, pre-baccalaureate, baccalaureate, master's, occupational and continuing education. The Youth Works*AmeriCorps Program is focused on promoting and supporting community service and service-learning opportunities. While the Youth Works*Americorp Program is a community service program, it does provide training opportunities for individuals within community service settings.

The wage at placement, placement, job retention, and earnings gains measures are not appropriate measures for either the Job Service or the Youth Works*AmeriCorps Program. Placement in an unsubsidized job is not the primary goal of the Youth Works*Americorp Program, so these measures do not fit very well with the program's goals. The measures are also not appropriate for examining the Job Service Program. Job Service money is not used for training or support services. Participants in the Job Service Program may be continually employed while they are using the program's services. For example, they may be using the labor market information provided by the program to find out about job opportunities. In addition to job seekers, primary customers of the Job Service Program are employers.

Programs for the General Public

Program Funding Sources ¹³⁰				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
CFL Youth Works* AmeriCorps Program	U.S. Department of Housing & Urban Development	\$3,972,732	K-12 educational funding	\$1,634,383
MDES Job Service Program	U.S. Department of Labor	\$12,100,000	Not applicable.	Not applicable.
MnSCU MnSCU College and University Programs	Allocations and open appropriations from the U.S. Department of Education	\$107,374,411	Legislative appropriation to the Board of Trustees of MnSCU. Allocations and open appropriations from the MN Higher Education Services Office for student financial aid.	\$500,570,937

¹³⁰ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

Programs for the General Public

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
CFL Youth Works*AmeriCorps Program	To promote and support community service and service-learning development, public relations and outreach, training and evaluation and continuous improvement of programs.	<p>Increase the number of Minnesota residents engaged in service by 20 % by 2001.</p> <p>Plan, deliver and promote programs that offer varied opportunities for service within areas of education, environment, human needs and public safety.</p> <p>Focus cross-stream collaboration to create healthy learning environments for and with children, youth and young adults.</p> <p>Expand public awareness and support for national and community service and volunteerism.</p> <p>Increase collaboration and resource development across the state.</p> <p>Strengthen training opportunities and cross-stream training activities.</p>	<p>Receive training specific to the type of service project the participant will be involved in from the host Youth Works*AmeriCorps program.</p> <p>Very modest living allowance.</p> <p>Health coverage.</p> <p>Education award of \$4,725 after 1700 hours of service, to be used for participants' education.</p>	Youth Works*AmeriCorps is more than a service program. It is a movement that unifies diverse Americans in improving our neighborhoods and communities. It is part of a tradition of service, and it represents Minnesota at its best.
MDES Job Service Program	Provide businesses and workers with services and information to build and maintain a world-class workforce.	<p>Increase the number of employers placing job orders.</p> <p>Increase the number of job orders filled.</p> <p>Increase the number of workshops provided to jobseekers.</p> <p>Increase the number of job seekers who enter employment.</p> <p>Increase the amount of individualized assistance given to targeted populations, R.I. claimants, and veterans.</p> <p>Increase the number of individuals and employers using self-service (Internet-based services).</p>	<p>Taking job orders from employers (providing a labor exchange).</p> <p>Providing employer seminars with respect to employment issues.</p> <p>Providing labor market information to employers and job seekers.</p> <p>Recruiting and screening job seekers on behalf of employers.</p> <p>Help job seekers to identify their skills and market themselves efficiently to employers who need their skills.</p>	There is always change in the labor market. This program provides infrastructure and offers services to the general public (employers and job seekers) to help the labor market operate efficiently. There is a special emphasis on persons receiving reemployment insurance benefits to reduce the length of unemployment. This program also helps the unemployed avoid going on public assistance by returning them to work as soon as possible.
MnSCU MnSCU College and University Programs	To provide high-quality, future-oriented education and community service through technical, pre-baccalaureate, baccalaureate, master's, occupational and continuing education programs. Each state college and university has a distinct mission that is	<p>MnSCU Board of Trustees Goals:</p> <p>Student success through high quality learning and support services matched to their talent and abilities.</p> <p>Programs and services that are nationally and internationally competitive, high quality, and</p>	<p>Technical education programs, delivered principally by technical and consolidated colleges, which prepare students for skilled occupations that do not require a baccalaureate degree;</p> <p>Pre-baccalaureate programs, delivered</p>	MnSCU is the largest provider of postsecondary education in Minnesota with 55 campuses in 46 communities. Its instructional programs and courses prepare a substantial portion of Minnesota's workforce. It is estimated that 19.5 % of the state's workforce are graduates of MnSCU institutions. MnSCU is often the low price alternative

Programs for the General Public

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
	<p>consistent with and supportive of the overall mission of MnSCU. Missions for each institution type are defined by statute.¹³¹</p>	<p>future-oriented and focused on and accountable to the needs of students, employers and the community.</p> <p>Work in partnership with a wide variety of organizations.</p>	<p>principally by community and consolidated colleges, which offer lower division instruction in academic programs, occupational programs in which all credits earned will be accepted for transfer to BA degree in the same field of study, and remedial studies;</p> <p>BA and graduate programs, delivered principally by state universities, which offer undergraduate and graduate instruction through the master's degree, including specialist certificates, in the liberal arts and sciences and professional education.</p> <p>Non-credit instruction to meet the needs of individuals, employers and communities.</p> <p>Academic and student services that support instruction.</p>	<p>with the greatest accessibility in communities throughout the state.</p>

¹³¹ Minnesota Laws Chapter 135A, 135A.052, Subdivision 1, Statement of missions.

Programs for the General Public

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
CFL Youth Works*AmeriCorps Program ¹³²	577	\$9,024,000	\$277,000	\$10,063	Not applicable.	MN Commission staff salaries and board of director related expenses.	96 %
MDES Job Service Program	234,094	\$12,051,000	\$12,051,000	\$51 ¹³³	\$363	All program expenses. There are no training or support activities in this program.	Not applicable. ¹³⁴
MnSCU MnSCU College and University Programs	230,786 students in credit instruction. 250,882 registrations in non-credit instruction. ¹³⁵	\$778,233,080	\$136,962,194	\$6,327 per fully allocated state general fund instructional expenditure per Full Year Equivalent student in FY 1998.	Not available.	Executive management, general administrative services, fiscal operations, administrative information management, public relations and development.	Not available. ¹³⁶

¹³² For the period of September 1997 to August 1998.

¹³³ While these costs can be calculated, they are meaningless. Much of the funding is devoted to employers and self-service job seekers who do not appear in the counts.

¹³⁴ 234,094 individuals were active during this time period. 160,724 individuals received some reportable service. As job seekers have different needs, there is no concept of "successful completion" in this program.

¹³⁵ The non-credit instruction includes duplication since some students take more than one course.

¹³⁶ Outcomes on related measures: (1) Related Placement Rate: 86% in FY 1996; (2) Employment Rate: 96% in FY 1996; (3) A.A. or A.S. Graduate Transfer Rate: 68% in FY 1996; and (4) Goal Achievement: 89% in FY 1999.

Programs for the General Public

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
CFL	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
Youth Works* AmeriCorps Program¹³⁷								
MDES Job Service Program¹³⁸	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MnSCU MnSCU College and University Programs¹³⁹	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
CFL	61 % ¹⁴¹	Not available.	Not available.	39 %	Not available.	Not available.
Youth Works* AmeriCorps Program¹⁴⁰						
MDES Job Service Program¹⁴²	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MnSCU MnSCU College and University Programs¹⁴³	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

¹³⁷ Job placement is neither the only nor the primary outcome of the program. Participant SSN information is not available at the agency level.

¹³⁸ These measures are not appropriate for this program. Job Service dollars do not provide training or support services. Participants do not have a completion data and there are no eligibility requirements. A large percentage of participants are working while they are receiving services and their activities range from a self service sampling of the job market to actively pursuing a new career. Job Service provides labor exchange brokering activities to employers and job seekers, mainly through self service.

¹³⁹ MnSCU is working with MDES to determine a lawful approach to identify wage outcomes.

¹⁴⁰ Job placement is neither the only nor the primary outcome of the program.

¹⁴¹ These figures come from a follow-up survey sent out to participants approximately 6 months after program completion. Participants' SSNs are not available at the agency level.

¹⁴² Once again, these measures are not appropriate for this program.

¹⁴³ MnSCU reported related placement rate: 86% in FY 1996; and employment rate: 96% in FY 1996. MnSCU is working with MDES to determine a lawful approach to identify wage outcomes.

Programs for the General Public

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
CFL Youth Works* AmeriCorps Program¹⁴⁴	Not available.	Not available.	Not available.	Not available.	Not available.
MDES Job Service Program	Not applicable. ¹⁴⁵	Not applicable.	Not applicable.	Not applicable.	Not applicable.
MnSCU MnSCU College and University Programs¹⁴⁶	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

¹⁴⁴ Participants' SSNs are not available at the agency level.

The following information regarding employment status before and after AmeriCorps was culled from the 1996-97 Member Alumni Follow-Up Survey: (1) 27 percent of members continued into a second year of Youth Works*AmeriCorps service; (2) 51 percent of alumni reported that they believed that their previous Youth Works*AmeriCorps experience helped them to secure a higher paying job than they had had before they served; and (3) Three times more members secured a full-time job with benefits after service than had a full-time job with benefits before their service. Also from the survey, the top four ways that alumni indicated that their service experience led to their current job were: (1) They gained personal or job skills; (2) They gained experience in a particular area; (3) They were able to network and make connections in the community; and (4) They were able to clarify their career interests.

¹⁴⁵ These measures are not appropriate for this program. Job Service dollars do not provide training or support services. Participants do not have a completion data and there are no eligibility requirements. A large percentage of participants are working while they are receiving services and their activities range from a self service sampling of the job market to actively pursuing a new career. Job Service provides labor exchange brokering activities to employers and job seekers, mainly through self service.

¹⁴⁶ MnSCU is working with MDES to determine a lawful approach to identify wage earnings gains.

Programs for the General Public

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
CFL Youth Works* AmeriCorps Program	<p>Renew the ethic of civic responsibility.</p> <p>Empower youth to improve their life opportunities through literacy, job placement, and other essential skills.</p> <p>Empower government to meet its responsibility to prepare young people to be contributing members of society.</p> <p>Help meet human, educational, environmental, and public safety needs, particularly those needs relating to poverty.</p> <p>Prepare a citizenry that is academically competent, ready for work, and socially responsible.</p> <p>Demonstrate the connections between youth, community service, education, and meaningful opportunities in the business community.</p> <p>Demonstrate the connection between opportunities for at-risk youth and reducing crime rates and social costs.</p> <p>Create linkages for a comprehensive youth service and learning program including school age programs, higher education programs, youth work programs, and service corps program.</p> <p>Coordinate Federal and State activities that advance the purposes in the section.</p>	13 grantees	State and local governments, and community based organizations	
MDES Job Service Program	See list of goals.	53 WorkForce Centers	Job Service staff deliver services at the 53 WorkForce Centers.	Measure effectiveness through employer and job seeker customer satisfaction survey and measure of repeat employer and job seeker customers.
MnSCU MnSCU College and University Programs		Not applicable.	Not applicable because MnSCU is the vendor.	Not applicable.

Programs for Incumbent Workers

Eight programs for incumbent workers have been identified for this report. Incumbent workers are those who are currently in the workforce. These programs assist incumbent workers to maintain their jobs, to find new jobs or to advance in the labor market. They also assist businesses by training workers to meet employers needs for employees with specific skills. One program is entirely federally funded, five programs are entirely state funded, and two programs receive a combination of federal and state funding. During 1997-98, there were 166,683 participants served at a total cost of \$54,998,107, of which \$8,715,293 was federal funding and \$46,282,814 was state funding.

The programs in this section of the report include:

- Apprenticeship Training Program
- Collaborative Rural Nurse Practitioner Program
- Dislocated Worker Pilot Program
- Dislocated Worker Program
- MnSCU Customized Training Program
- Partnership Program – Minnesota Job Skills Partnership
- Trade Readjustment Act / NAFTA Program
- Vocational Rehabilitation Program

The Collaborative Rural Nurse Practitioner Program is a relatively small program that is intended to address the need for nurse practitioners in rural areas. The Apprenticeship Training Program exists to ensure that the high-level skills of journeypersons are transferred to apprentices. The Minnesota Job Skills Partnership Program is designed to bring together employers who have specific training needs with education or non-profit organizations that can develop training programs to meet the employers needs. The MnSCU Customized Training Program also develops and provides training programs tailored to meet employers' needs for employees with specific skills. The DLI Vocational Rehabilitation Program serves incumbent workers that have been injured on the job, as a provision of state worker's compensation law.

The Dislocated Worker Pilot Program, Dislocated Worker (DW) Program, and the Trade Adjustment Act/NAFTA (TAA/NAFTA) Program address the needs of employees who have been dislocated or are likely to be dislocated if they do not receive training. The programs benefit employers by allowing workers to return to the workplace sooner and by providing employers with trained workers to meet their employment needs. The DW Program and the TAA/NAFTA Program address different types of dislocation events. The DW Program assists workers dislocated due to technological changes, business conditions, or movement of facilities within the United States. The entirely federally funded TAA/NAFTA Program assists workers dislocated specifically as a result of business movement to other nations. The two programs work together to provide coordinated services to participants. For example, participants may receive retraining through the TAA/NAFTA Program while they receive counseling and other support services through the DW Program.

Programs for Incumbent Workers

Program Funding Sources ¹⁴⁷				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES Dislocated Worker Pilot Program	Not applicable.	Not applicable.	Special assessment (surtax) on Reemployment Insurance.	\$466,000
MDES Dislocated Worker Program	U.S. Department of Labor	\$8,000,000	Special assessment (surtax) on Reemployment Insurance.	\$26,000,000
MDES Trade Readjustment Act / NAFTA Program	U.S. Department of Labor, Employment & Training Administration	\$673,000 ¹⁴⁸	Not applicable.	Not applicable.
MDH Collaborative Rural Nurse Practitioner Program	Not applicable.	Not applicable.	MinnesotaCare, Health Care Access Fund	\$250,000
DLI Apprenticeship Training Program	U.S. Veterans Administration	\$42,293	General fund of Department of Labor & Industry	\$507,938
DLI Vocational Rehabilitation Program	Not applicable.	Not applicable.	Workers' Compensation Fund.	\$1,865,876
DTED Partnership - Minnesota Job Skills Partnership	Not applicable.	Not applicable.	State General Fund	\$5,918,000
MnSCU Customized Training Program ¹⁴⁹	Not applicable.	Not applicable.	Appropriated by MN Legislature as part of MnSCU's annual appropriation.	\$11,275,000

¹⁴⁷ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

¹⁴⁸ No money was allocated for this year, as money was remaining from the previous year. The amount listed here is what was reported by the program as the total cost of the program for this time period.

¹⁴⁹ For the period of July 1, 1998 through June 30, 1999.

Programs for Incumbent Workers

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
MDES Dislocated Worker Pilot Program	To provide customized skills training to meet changing industry needs so workers at risk of losing their jobs can avoid layoff. To train groups of dislocated workers for demand jobs in growing industries by partnering with local service providers and businesses.	To assist workers in retaining quality jobs. To assist businesses in the State in responding to changing technology and competition, so that they can remain competitive and provide quality employment opportunities in Minnesota.	Funds are contracted to eligible organizations that work with business and education facilities to prepare a service plan to retrain workers in a business or industry group. Services may include assessment, testing, job counseling, job development, job search, classroom training, on-the-job training, basic skills training, literacy training, and supportive services.	Economic dislocations due to technological changes, market changes or other financial reasons, has remained at an active level despite the strong economy both locally and nationally. By focusing the program to those businesses that find it necessary to make changes, the projects proactively help to avert layoffs by retraining and upgrading skills while maintaining jobs with current employer.
MDES Dislocated Worker Program	To serve individuals dislocated from long-held jobs because of factors such as technological changes, investment decisions, and changes in consumption and competition.	To assist dislocated workers in finding replacement jobs at the highest replacement wage possible. To minimize the disruption to communities and affected workers caused by mass layoffs and business closings.	Readjustment services: assessment, testing, job counseling, job development, and job search. Retraining services: classroom, on-the-job, basic skills, and literacy training. Supportive services: may include assistance with paying health insurance, childcare, transportation, and other emergency measures.	In spite of a strong economy with record budget surpluses and record low-unemployment rates, the number of plant closings and mass layoffs remains very active. The number of workers receiving layoff notices has remained constant and equal to the number of layoffs during times of deep recession. Both employers and employees benefit from this program. Dislocated workers suffer wage losses that are not easily recovered, and they may need a new occupation. Older, more educated, and white-collar workers face the greater potential for job loss. This is the only program in the State that serves employees dealing with job dislocation due to layoffs. The dislocated workers are not eligible for other retraining program due to their income before being laid off.
MDES Trade Readjustment Act / NAFTA Program	Trade Adjustment Assistance/NAFTA is available to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports.	Help eligible individuals become suitably reemployed as quickly as possible.	Funding for training, weekly benefit amount, relocation, and job search.	The program is targeted to adversely affected workers who have been certified as having lost their employment due to foreign competition. The U.S. Department of Labor in Washington D.C does certification.
MDH Collaborative Rural Nurse Practitioner Program	To increase the number of graduates of nurse practitioner education programs who work in rural areas of the state.	Improve access for the education of rural nurse practitioner students. Develop rural clinical education sites for nurse practitioner students. Develop opportunities for nurse practitioner students to establish a practice in home rural communities. Within all Nurse Practitioner Educational Universities, fill a minimum of 25% of openings in each nurse	Develop programs, materials, and other resources to provide rural advanced nursing students with increased access to programs of study for nurse practitioners and other identified advanced practice nursing professionals. Establish and maintain a state-wide program and organizational structure that identifies current rural clinical sites and develops new rural clinical sites allowing students to remain in their rural communities for clinical rotations and	The program serves rural communities, which are in need of nurse practitioners but who have difficulty recruiting due to a shortage of nurse practitioner students who are prepared for a rural practice. The program also serves nurse practitioner students from rural areas who have a desire to practice in a rural area but need support in training for a rural practice.

Programs for Incumbent Workers

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
		practitioner class with students from rural communities who intend to practice as a nurse practitioner in rural areas upon graduation.	increase opportunities for employment in rural settings upon graduation. Provide faculty to supervise students at rural clinical sites, as defined in Statute and interpreted by the state.	
DLI Apprenticeship Training Program	To promote, develop, certify and monitor quality registered apprenticeship training programs for Minnesota's workplaces.	Expand apprenticeship opportunities for all Minnesota citizens while ensuring Minnesota employers have highly skilled, highly trained, safe and proficient journeypersons. Increase the apprenticeship opportunities for women and people of color to participate in registered apprenticeship training programs that lead to opportunities for the individual apprentice's quality of life and self-sufficiency. Maintain the relevancy and quality of all current registered apprenticeship programs through annual on-site technical assistance visits from apprenticeship staff.	Promote expansion of skilled training in new and emerging industries. Provide technical assistance to employers interested in establishing an apprenticeship training program for their current and future employees. Distribute written and verbal apprenticeship information Participate in career days, fairs, on panels, state and national conferences and apprenticeship events, and employer based or sponsored recruitment activities. Encourage involvement of more LEAP clients. Provide registration materials, licensing certification documents, and graduation certificates to sponsors and registered apprentices. Assist sponsors and apprentices locate technical education related training classes, or materials, during the year.	This program is needed to ensure that the high-level skills of the journeyperson are transferred to the apprentice through a comprehensive and sequential method of training. As generations retire and are replaced by new workers, Minnesota's workplaces must maintain the quality and craft level skills needed by their industry/business to remain competitive in local and world markets. The apprenticeship program allows that transfer of skills to occur in a logical and meaningful fashion. Further, as apprentices become journeypersons it allows them the opportunity to earn a livable wage, to become highly skilled, to increase their quality of life and accumulate highly transferable skills.
DLI Vocational Rehabilitation Program (VRU)	To assist injured workers in a prompt return to a suitable productive employment.	Provide timely rehabilitation consultations to injured workers when the employer/insurer denies liability for the workers' compensation claim. Achieve equitable reimbursement for services provided. To be a resource to the community.	Rehabilitation Consultation. Medical Management. Job Analysis. Labor Market Survey. Vocational Counseling Job Development. Vocational Testing. On-the-job Training. Job Placement. Job-seeking skills Training.	Established under Minnesota Workers' Compensation (WC) law, VRU provides workers' compensation vocational rehabilitation services to injured workers when employer/insurer primary liability has been denied and is in dispute. Injured workers are thereby provided critical early vocational rehabilitation when delay would increase the impact of injury and disability to the worker and thus substantially increase Minnesota's WC costs. Minnesota WC law also provides for VRU to deliver DLI Commissioner ordered rehabilitation consultation in cases of insurer/employer noncompliance, and to provide WC rehabilitation services when chosen to do so by an eligible injured worker.

Programs for Incumbent Workers

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
			Transferable Skills Analysis. Follow-up Monitoring. Retraining Evaluation.	The Vocational Rehabilitation Unit is a unique fee for services program that was designed and has functioned as a "safety net" for injured workers in disputed cases minimizing socio-economic hardship and reducing the costs of WC for employers.
DTED Partnership - Minnesota Job Skills Partnership (MJSP)	To bring together employers who have specific training needs with educational or other non profit institutions that can designate programs to fill those needs. Partnership programs funded through matching grants are intended to meet both short and long-term objectives.	Assist business and communities to become more economically viable. Provide participants with the training and skills needed to retain their jobs and their economic self-sufficiency. Business-education cooperation to develop new capacities and to promote positive change in educational infrastructure.	MJSP awards grants of up to \$400,000 to educational institutions who partner with at least one participating business partner. The business must match MJSP funds on a 1:1 ratio with either cash or in-kind contributions.	To maintain a strong economic base, Minnesota must provide more trained individuals to fill the employment demands of industrial and business. Business and education often function independently. Educational institutions produce trainees skilled in one field, while business and industry often need a work force skilled in quite a different area. The result of this mismatch is that our businesses, training and educational institutions, and our labor force have not been fully served. MJSP is designed to meet this need by providing training for industry specific jobs.
MnSCU Customized Training Program	To advance the economic vitality of Minnesota by providing a dynamic statewide network of customized education and training services for business and industry through local college and university providers in 46 municipalities across Minnesota.	Proactive solutions to customer needs. Increased competitiveness for business and industry. Ongoing skill and career development for individuals. Effective return on investment for stakeholders. Continuous improvement and research & development. A strong identity. Local and regional flexibility.	Credit and non-credit instruction. Related services, such as assessment, consulting, instructional design, train-the trainer, and seminars	Education and training for the incumbent workforce is a critical component in addressing both the current workforce shortage and the widespread skills gap.

Programs for Incumbent Workers

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES Dislocated Worker Pilot Program ¹⁵⁰	614	\$466,000	\$48,000	\$760	\$791	Program administration including facilities, MIS, audit, purchase or lease of equipment, and supplies.	96 %
MDES Dislocated Worker Program	11,862	\$24,326,000	\$3,780,000	\$2,051	\$4,360	Program administration including facilities, MIS, audit, purchase or lease of equipment, and supplies.	76 % ¹⁵¹
MDES Trade Readjustment Act / NAFTA Program	215	\$673,000 ¹⁵²	\$133,000	\$3,130	Not available.	Counseling, overseeing plan development and approval, contract administration, contract and all benefit payments, petition administration, staff training, coordination with EDP, programming, system changes and enhancements, trouble shooting and all communication regarding the Act and its participants.	Not available. ¹⁵³
MDH Collaborative Rural Nurse Practitioner Program ¹⁵⁴	129	\$250,000	\$128,354	\$995	Not applicable. ¹⁵⁵	Salaries and fringe benefits for staff to administer the program and grants to participating colleges. Also travel expenses for faculty advisors, an annual student conference, telephone, printing, copying, mailing and supplies.	100 %
DLI Apprenticeship Training Program	5,021	\$507,938	\$507,938	\$101	\$670	Salary and operating costs for nine positions.	52.8 %
DLI Vocational Rehabilitation Program	1,624	\$1,865,876	\$1,563,070	\$1,149	\$2,800 ¹⁵⁶	Salary and operating costs for 29 positions in 9 offices statewide.	72 % ¹⁵⁷

¹⁵⁰ The 614 participants served are the participants trained in the four projects that were completed during the period of July 1, 1997 to June 30, 1998. Projects begin and end in different fiscal years, so we examine the projects that end in a given period to accurately determine outcomes.

¹⁵¹ The 76% are the terminees who were successfully placed in jobs. Of the 7,309 participants who terminated during the period, 5,579 were successfully placed in jobs.

¹⁵² Please note that a large portion of this cost is for wage replacement benefits paid to participants (basically a continuation of reemployment benefits). Of the \$673,000 figure, \$264,000 was for wage replacement support.

¹⁵³ Outcomes data will be available with the Federal SPIR System beginning 4th quarter 1998.

¹⁵⁴ The program year is July 1997 to May 1998.

¹⁵⁵ Not applicable. The program does not do placements.

¹⁵⁶ The VRU is a fee for services program, on the average \$2100 is billed for services for each closure bringing the cost per placement versus total annual cost to the range of \$2800.

¹⁵⁷ VRU provides different levels of services based on client needs. The initial billable service is the Rehabilitation Consultation, followed by a plan and services related to the plan. During this time period there were 455 consultations, there were other clients served in ongoing plans

Programs for Incumbent Workers

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
DTED Partnership - Minnesota Job Skills Partnership¹⁵⁸	1,965	\$5,917,000; \$1,281,212 ¹⁵⁹	\$343,000	\$652	\$715	Personnel costs: full time; part time-seasonal; overtime pay; other benefits. Operating costs: space, rental, maintenance and utilities; repairs, alterations, and maintenance.; printing & advertising; consultant, professional tech; computer services; communications; travel in/out state; supplies; equipment; employee development; etc.	91 %
MnSCU Customized Training Program¹⁶⁰	145,253. ¹⁶¹	Not available. ¹⁶²	Not available. ¹⁶³	Not available.	Not applicable.	Included within the indirect costs incurred by each school that offers customized training. Addressed locally under the direction of the college or university president.	Not applicable ¹⁶⁴

which last approximately 290 days and there were closures related to services which represented approximately 72 % of the level of consultations for the year. Those not closed usually were in ongoing plans, with resulting closures in a different time period.

¹⁵⁸ Figures based upon trainee data from the 11 MJSP projects that ended in FY98.

¹⁵⁹ \$5,917,000 is the total amount of grants awarded and the approved administrative budget during FY 98. \$1,281,212 is the amount awarded for the 11 projects that ended in FY 98. Per participant and placement costs were based upon those 1,788 persons completing training for the 11 projects ending in FY 98

¹⁶⁰ For the period of July 1, 1998 through June 30, 1999.

¹⁶¹ The total of 145,253 includes duplication due to students participating in multiple learning experiences. 4,001 employers were also served during this period, though this figure includes duplication due to multiple schools serving the same customer. Figures are for fiscal year 1998-99.

¹⁶² Besides the allocation, and additional revenue from fees, donations, and grants, schools contribute an unknown amount of funds to support indirect costs. These costs are currently under review and analysis by MnSCU auditors as part of a system wide cost study of customized training operations.

¹⁶³ Administrative costs are included within the indirect costs incurred by each school that offers customized training. These costs are addressed locally under the direction of the college or university president.

¹⁶⁴ Satisfaction rates were collected from both employer clients (86%) and instructional participants (87%) in FY 1999.

Programs for Incumbent Workers

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES Dislocated Worker Pilot Program	66.3 %	28.7 %	4.2 %	0.8 %	0 %	0 %	\$17.35	\$15.35
MDES Dislocated Worker Program	29.4 %	29.5 %	22.5 %	10.3 %	6.7 %	1.6 %	\$12.19	\$12.40
MDES Trade Readjustment Act / NAFTA Program¹⁶⁵	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not tracked before 4th quarter 1998.	Not tracked before 4th quarter 1998.
MDH Collaborative Rural Nurse Practitioner Program¹⁶⁶	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
DLI Apprenticeship Training Program	99.2 % ¹⁶⁷	0.3 %	0.5 %	0 %	0 %	0 %	\$19.50	\$20.00
DLI Vocational Rehabilitation Program	7 %	18 %	32 %	7 %	25 %	11 %	Not available.	\$7.90 ¹⁶⁸
DTED Partnership – Minnesota Job Skills Partnership¹⁶⁹	21.38 %	10.33 %	42.66 %	10.33 %	15.3 %	0 %	\$14.33	\$12.69 ¹⁷⁰
MnSCU Customized Training Program¹⁷¹	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

¹⁶⁵ Outcomes are available with the Federal SPIR System beginning 4th quarter 1998. SSN data not available until late 1998.

¹⁶⁶ This advanced degree training program does not provide placements and does not track earnings of participants.

¹⁶⁷ The Division of Apprenticeship noted that 69 percent of their trainees have wages at placement of greater than \$20.00 per hour.

¹⁶⁸ Wages were calculated from a random sample of cases, primarily Greater Minnesota clients. VRU is in the process of incorporating a MIS system to track. Where a client returns to the employer at time of injury the placement wage is controlled by past employment and the workers compensation objective of returning a worker to the wage at time of injury.

¹⁶⁹ Percentages are based upon the 1,788 trainees who were placed from the 11 projects that ended in FY 98. Because these 11 projects were active from 1995-1997, they reflect wage standards for that time period, not the current wage standards.

¹⁷⁰ Average weighted salary for projects funded in FY 98.

¹⁷¹ MnSCU is working with MDES to determine a lawful approach to identify wage outcomes.

Programs for Incumbent Workers

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES Dislocated Worker Pilot Program	96.6 %	97.4 %	87 %	3.4 %	75 %	25 %
MDES Dislocated Worker Program	80.5 %	94.5 %	83.3 %	19.5 %	37.5 %	43.9 %
MDES Trade Readjustment Act / NAFTA Program ¹⁷²	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MDH Collaborative Rural Nurse Practitioner Program ¹⁷³	100 % ¹⁷⁴	Not available.	Not available.	Not available.	Not available.	Not available.
DLI Apprenticeship Training Program ¹⁷⁵	100 %	Not available.	Not available.	Not available.	Not available.	Not available.
DLI Vocational Rehabilitation Program ¹⁷⁶	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
DTED Partnership - Minnesota Job Skills Partnership ¹⁷⁷	91 %	Not available.	Not available.	9 %	Not available.	Not available.
MnSCU Customized Training Program ¹⁷⁸	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

¹⁷² Outcomes are available beginning with the Federal SPIR System beginning 4th quarter 1998. SSN data not available until late 1998.

¹⁷³ Information is not available in this format. However, in 1997 a survey was sent to 169 rural and urban nurse practitioner and nurse midwifery students who had graduated between Spring 1994 and April 1997. Of the 102 responding to the survey, 94 were employed as nurse practitioners and 18 were employed in rural Minnesota communities

¹⁷⁴ 100 % have a job within one year. Many obtain jobs while still in training, and most have jobs immediately after program completion.

¹⁷⁵ Historically, the division has found the newly graduated journey person remains employed in the occupation until retirement, in many cases with the same employer. DLI was unable to find statutory authority that would allow them to share participants' SSNs with MDES.

¹⁷⁶ This program does not result in the typical post-training and placement scenario, thus this is not an appropriate measure. DLI was unable to find statutory authority that would allow them to share participants' SSNs with MDES.

¹⁷⁷ MJSP does not track participant job retention data after initial placement during the project. SSNs are not available for the participants in this program.

¹⁷⁸ All customized training participants are incumbent workers. Placement is not applicable. MnSCU is working with MDES to determine a lawful approach to identify employment tenure rates.

Programs for Incumbent Workers

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES Dislocated Worker Pilot Program	-\$294 quarterly loss 95% replacement wage	-\$238 quarterly loss 98% replacement wage	\$7,974 annual gain 105% replacement wage	\$6,120 annual gain 100% replacement wage	Analysis of this type has not been done.
MDES Dislocated Worker Program ¹⁷⁹	-\$1,528 quarterly loss 82% replacement wage	-\$1,382 quarterly loss 83% replacement wage	-\$1,098 annual loss 87% replacement wage	\$4,612 annual gain 105% replacement wage	Analysis of this type has not been done.
MDES Trade Readjustment Act / NAFTA Program ¹⁸⁰	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MDH Collaborative Rural Nurse Practitioner Program ¹⁸¹	Not available.	Not available.	Not available.	Not available.	Not applicable. Individuals who do not receive training are not eligible for a license and could not qualify for similar employment.
DLI Apprenticeship Training Program ¹⁸²	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
DLI Vocational Rehabilitation Program ¹⁸³	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.
DTED Partnership - Minnesota Job Skills Partnership ¹⁸⁴	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MnSCU Customized Training Program ¹⁸⁵	See footnote.	See footnote.	See footnote.	See footnote.	See footnote.

¹⁷⁹ It is not unusual for dislocated workers to initially find employment at a slightly lower wage than the wage they earned before dislocation. Percentage of replacement wage is the standard measure for these types of programs.

¹⁸⁰ Outcomes are available beginning with the Federal SPIR System beginning 4th quarter 1998. SSN data not available until late 1998.

¹⁸¹ This information is not tracked. The Department of Health does not collect name and SSN data.

¹⁸² They do not track the apprentice once they graduate and become a full fledged journey person. DLI was not able to find statutory authority that would allow them to share participants' SSNs with MDES.

¹⁸³ VRU is not a training program and it is difficult to categorize gains given the workers' compensation system.

¹⁸⁴ MJSP does not retain information regarding the trainees' earnings prior to the start of the training project. Also, SSNs are not available for the participants in this program.

¹⁸⁵ MnSCU is working with MDES to determine a lawful approach to identify earnings gains.

Programs for Incumbent Workers

Other Goals & Vendor Information

Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
<p>MDES Dislocated Worker Pilot Program</p>	<p>Assist workers to return to workplace in shorter time period.</p> <p>Enhance skills of workforce.</p> <p>Assist in meeting the employment needs of employers, especially those having significant increases in job demand.</p>	<p>21 at State level.</p>	<p>Service delivery grantees, public and nonprofit organizations.</p>	<p>Vendor data is used to determine entered employment rate, wage replacement rates, follow-up calls, customer satisfaction measures, and responsiveness of program services.</p> <p>Pilot projects are monitored periodically both on-site and off-site, with monitors checking the data submitted by the vendor, expenditures, activities, eligibility, etc. If problems are found, extra follow-up monitoring occurs until the problems are corrected.</p>
<p>MDES Dislocated Worker Program</p>	<p>Assist workers to return to workplace in shorter time period.</p> <p>Enhance skills of workforce.</p> <p>Assist in meeting the employment needs of employers, especially those having significant increases in job demand.</p>	<p>21 at State level.</p>	<p>Service delivery grantees, public and nonprofit organizations.</p>	<p>Vendor data is used to determine entered employment rate, wage replacement rates, follow-up calls, customer satisfaction measures, and responsiveness of program services.</p> <p>Pilot projects are monitored periodically both on-site and off-site, with monitors checking the data submitted by the vendor, expenditures, activities, eligibility, etc. If problems are found, extra follow-up monitoring occurs until the problems are corrected.</p>
<p>MDES Trade Readjustment Act / NAFTA Program</p>	<p>Retrain individuals for jobs that are available in their community so they do not have to move as a result of losing their job.</p> <p>Train individuals for jobs with potential for advancement and higher pay.</p> <p>Prevent individuals from being underemployed after the loss of their original job.</p>	<p>53 WorkForce Centers.</p>	<p>53 WorkForce Center.</p>	<p>Training programs (other than OJT) used by participants of this program must be approved by the State Department of Education.</p>
<p>MDH Collaborative Rural Nurse Practitioner Program</p>	<p>To work in partnership with the Rural Health School to develop and participate in interdisciplinary student training opportunities.</p> <p>Work with Partnerships In Training to develop and utilize electronic distance learning technology to make faculty and research resources more accessible to rural students.</p>	<p>Six</p>	<p>Six nurse practitioner education programs in Minnesota and the University of Minnesota Nurse Midwifery Program.</p>	<p>Left blank.</p>
<p>DLI Apprenticeship Training Program</p>	<p>95 programs are reviewed each year and there has been progress in hiring females and minorities as seen by the increased enrollments from 385 women and minorities in 1993 to over</p>	<p>95 programs.</p> <p>The apprenticeship unit/division does not use vendors. They</p>	<p>Once DLI approves the employer's program, the employer is free to choose who provides related educational training. DLI monitors all activities which are agreed to by the employer and the apprentice and ensures they</p>	<p>Compliance reviews are conducted each year for apprenticeship programs that enroll 5 or more apprentices. The review is to determine if the recruitment and hiring of women and minorities is without discrimination.</p>

Programs for Incumbent Workers

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
	775 in 1999. While goals for targeted groups are not met each year, the presence of the apprenticeship staff in the field asking the hard questions has created a more positive attitude among sponsors and their hiring practices regarding women and minorities.	approve programs for employers and then register the apprentices hired by the contractor.	complete the training hours.	A survey form is sent to each graduating apprentice asking him or her about the program they recently completed. The questions and answers are meant to assist the Division of Apprenticeship make quality and relevant decisions about the content of the programs.
DLI Vocational Rehabilitation Program	VRU Qualified Rehabilitation Consultants work directly with employees and businesses. The goal is neutrality and objectivity and fairness. When this goal is achieved VRU is providing a viable service to the employees and employers of Minnesota.	Approx. 12	Private Job Placement Vendors registered by the Department of Labor and Industry have been used more in the past, however are moving toward in-house services provided by DLI employees.	Statutory requirement to monitor vendors services and fees as part of their registration.
DTED Partnership - Minnesota Job Skills Partnership	New and maintained employment resulting in increased annual salary disbursements and additions to the gross state product.	60 education and training institutions, and over 380 companies.	MJSP does not contract with vendors for training; rather it awards grants to one or more educational institutions. Training is usually offered at the contributing business site, education training center or a neutral location. Instructors are contracted from within the training organization or with outside vendors and consultants.	MJSP requires all proposals submitted for funding consideration to include detailed information about the training program including such things as curriculum plans; course descriptions; and any credits, CEUs, and the career path the program makes possible for the trainee. The Grantee (educational institution) is required to submit Narrative Reports, Project Trainee Reports, Financial Reports and Request for Payment reports on a trimester basis.
MnSCU Customized Training Program	Course design and development for new instructional programs.	Not applicable.	Not applicable because MnSCU is the vendor.	Not applicable.

Programs for Older Workers

Five programs to assist low-income older workers are included in this report. To be eligible for these programs, one must be age 55 or older and have a qualifying low income. All of the programs are federally funded. During 1997-98, there were 1,349 participants served by these programs at a total cost of \$5,139,129.

The programs in this section of the report include:

- JTPA Title IIA 5% Older Worker Program
- MDES Senior Community Service Employment Program (SCSEP)
- National Senior Citizen Education & Research Center – SCSEP
- National Urban League – SCSEP
- United States Forest Service – Superior Forest SCSEP

With the exception of the JTPA II-A 5% Program, all of the programs in this section receive their funding through the U.S. DOL's Senior Community Service Employment Program (SCSEP). Some money is received by MDES to administer an older worker program, while the remaining programs listed in this section receive an allocation directly from the U.S. DOL. All programs receiving SCSEP funding are partners under WIA.

The older worker population will be the fastest growing segment in Minnesota's workforce between now and 2030. This demographic trend, combined with the projection that over the next ten years the pool of 16 to 24 year olds will be shrinking from 21 to 15 percent of our labor force, indicates that those aged 55 and older will be needed to alleviate our current labor shortage. With the implementation of WIA, the current JTPA II-A 5% Program, which sets aside JTPA funds to serve those economically disadvantaged individuals aged 55 years and older, will be eliminated. The void created by the elimination of the JTPA II-A 5% program will put increased emphasis on SCSEP to serve this group.

The following federally funded programs are also intended to assist low-income older workers. All of these programs receive their funding from the U.S. DOL SCSEP. However, information about these programs was not received by the time this report was published:

- U.S. Department of Labor, City of Duluth - SCSEP
- U.S. Department of Labor, Green Thumb - SCSEP
- U.S. Department of Labor, National Indian Council on Aging - SCSEP
- U.S. Department of Labor, United States Forest Service - Chippewa Forest SCSEP

Programs for Older Workers

Program Funding Sources ¹⁸⁶				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES JTPA Title IIA 5% Older Worker Program	U.S. Department of Labor	\$400,000	Not applicable.	Not applicable.
MDES Senior Community Service Employment Program	U.S. Department of Labor	\$2,100,000	Not applicable.	Not applicable.
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program	U.S. Department of Labor	\$1,082,890	Not applicable.	Not applicable.
U.S. DOL National Urban League - SCSEP	U.S. Department of Labor	\$1,127,167	Not applicable.	Not applicable.
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	U.S. Department of Labor	\$429,072	Not applicable.	Not applicable.

¹⁸⁶ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

Programs for Older Workers

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
MDES JTPA Title IIA 5% Older Worker Program	To provide training and placement of eligible participants 55 years of age or older with private sector employers.	Prepare older adults for entry into the labor force through retraining and placement services.	Assessment, counseling, classroom training, on-the-job training, job development, job placement assistance.	During corporate downsizing events employees aged 50-60 are the first to be targeted for layoffs. After layoffs they are often in need of skills upgrading to rejoin the workforce. They face age discrimination in hiring. Those 55 and older make up only 1% of those served in the regular JTPA Title II-A Program.
MDES Senior Community Service Employment Program	The program exists to provide training and practical community service employment opportunities for people age 55 and older; to enable them to transition into unsubsidized employment.	<p>Provide part-time employment opportunities in community service positions.</p> <p>Training to place older workers into unsubsidized employment (a minimum of 20 % must be placed into unsubsidized employment).</p> <p>Outreach to economically disadvantaged older workers who are detached from families, community, and other support services.</p> <p>Direct training with employers in growth industries and jobs reflecting the use of new technological skills.</p>	<p>Outreach and assessment to develop individual service strategy plan.</p> <p>Counseling to assist enrollees in areas such as health, nutrition, social security and Medicare benefits, and retirement law.</p> <p>Support services including work shoes, eye glasses, physical examinations, workers compensation, unemployment compensation.</p> <p>Subsidized employment opportunities with community service organizations at wages no less than the State or Federal minimum wage. Subsidized employment with private sector employers in growth industries.</p> <p>Transportation may be paid for if transportation from other sources is unavailable.</p>	<p>The portion of Minnesota's population over the age of 65 is projected to increase to 20 % or 1.1 million people by 2020. As people live longer and healthier lives, their ability to participate and the need for their participation in the State's workforce will grow dramatically.</p> <p>Employment is an economic necessity for the older workers served by this program. There are other important reasons for these older workers to participate in the program, such as the social interaction, health evaluations, and for a reason to get up in the morning. The majority of those enrolled in the program are females who were detached from the workforce for a long period or have never had an attachment to the workforce.</p> <p>The largest component of the program is community service employment. With government funding being reduced each year, community based organizations are reducing their services in small communities throughout Minnesota. The SCSEP participants fill a vital role in maintaining these important services to the public while learning transferable work skills.</p> <p>This population is being underserved as their numbers are increasing. With the implementation of WIA, the 5 % program will no longer exist and there will be no requirement to serve this population</p>
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program	To enable older persons to achieve gainful employment and personal development through community service and training.	To enroll 140 % of the DOL number of authorized persons in the State of Minnesota.	Intake, assessment, orientation, offer of a physical examination, individual development plan, training, referrals, job search and placement assistance.	This program specifically serves those persons 55 years and older who have low incomes. This is the only Federal employment and training program that specifically addresses the employment needs of this senior population.

Programs for Older Workers

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
U.S. DOL National Urban League - SCSEP	Recruit adults, age 55 and older, whose income is at or below 125% of poverty level. Prepare and place them in subsidized community-service or unsubsidized employment assignments.	Serve more than 130% of the allocated slot level. Place in unsubsidized jobs more than 20% of the allocated slot level. Serve those most in need with multiple barriers to employment.	Skills assessment, career and personal counseling, skills training courses, educational upgrading/enhancement support services and case-management follow-up.	The eligible population is growing rapidly, people are living much longer, and many low income people need to remain in the workforce and want to continue to work and contribute back to their communities. Less than 1% of the eligible population is now being served. Mature workers want to remain productive in the workforce; employers need and want dependable and productive workers.
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	To provide subsidized, part-time local employment opportunities for elderly, low-income individuals in accordance with the Department of Labor regulations.	To place 25% of our enrollees in unsubsidized employment.	Training for enrollees to be placed in the mainstream workforce.	The program is needed to provide socially and economically disadvantaged individuals, possessing varying levels of skills, abilities, and work experience, with work opportunities and training relevant to the current labor market and enrollee interests.

Programs for Older Workers

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES JTPA Title IIA 5% Older Worker Program	354	\$380,000	\$76,000	\$1,073	\$2,483	Management and administration costs of the program, including salaries, wages, and supplies and travel related costs of staff engaged in overall program management, program coordination, and general administrative functions. Other costs include those of preparing program plans, budgets, schedules, amendments; and monitoring	67 %
MDES Senior Community Service Employment Program¹⁸⁷	425	\$2,070,404	\$279,504	\$4,871	Not applicable. ¹⁸⁸	Management and direction of a program project, reports on program evaluation, MIS, accounting, bonding, and audits.	35 % ¹⁸⁹
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program	275	\$1,090,272	N/A	Left blank.	N/A	Left blank.	N/A
U.S. DOL National Urban League - SCSEP	219	\$1,127,167	Less than 15 %.	\$5,147	Not applicable.	Staff salaries & fringe benefits; office operational costs (space, utilities and maintenance, etc.), staff local travel and conferences and meetings.	23 % ¹⁹⁰
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	76	Left blank.	Left blank.	Left blank.	Left blank.	Left blank.	Left blank.

¹⁸⁷ For the period of July 1, 1998 to June 30, 1999.

¹⁸⁸ This information is not applicable because placement is not a primary program goal. Federal placement goal is 20 percent.

¹⁸⁹ Minnesota SCSEP providers exceeded the Federal requirement for placement of enrollees in unsubsidized employment.

¹⁹⁰ Federal goal is 20 percent. Serving those "most in need;" low educational levels, 45% below High School Diploma, average age 65, many with low skills or outdated skills, 90% at or below the poverty level.

Programs for Older Workers

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES JTPA Title IIA 5% Older Worker Program	9 %	10 %	16 %	15 %	16 %	34 %	\$7.11	\$7.91
MDES Senior Community Service Employment Program	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	\$4.88	\$5.50
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program	0 %	5 %	20 %	25 %	50 %	0 %	\$7.00	\$7.00
U.S. DOL National Urban League - SCSEP	5 %	8 %	12 %	25 %	30 %	20 %	\$6.67	\$6.76
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.

Programs for Older Workers

Placement & Retention Rates						
Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES JTPA Title IIA 5% Older Worker Program	64.7 %	83.5 %	61.9 %	35.3 %	26 %	26 %
MDES Senior Community Service Employment Program¹⁹¹	22 %	Not available.	Not available.	Not available.	Not available.	Not available.
U.S. DOL National Senior Citizen Education & Research & Center - Senior AIDES Program¹⁹²	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
U.S. DOL National Urban League - SCSEP	23 %	Estimated 60 %	Estimated 35 %	Not available.	Not available.	Not available.
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.

¹⁹¹ SSNs are not available at the agency level.

¹⁹² The Senior Community Service Employment Program does not have a tenure for participation. Twenty percent of the enrollees are placed in unsubsidized jobs during their first year of participation. Others may have more than one year of enrollment before securing full or part time unsubsidized employment.

Programs for Older Workers

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES JTPA Title IIA 5% Older Worker Program	\$461 quarterly gain	\$455 quarterly gain	\$2,545 annual gain	\$3,179 annual gain	Analysis of this type has not been completed.
MDES Senior Community Service Employment Program¹⁹³	\$5,062 increase in annual income	Not available.	Not available.	Not available.	Analysis of this type has not been completed.
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program¹⁹⁴	Not available. ¹⁹⁵	Not available.	Not available.	Not available.	Analysis of this type has not been completed.
U.S. DOL National Urban League - SCSEP	\$1.52 per hour ¹⁹⁶	Not available.	Not available.	Not available.	Analysis of this type has not been completed.
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	Not available.	Not available.	Not available.	Not available.	Left blank.

¹⁹³ SSNs are not available at the agency level.

¹⁹⁴ The Senior Community Service Employment Program does not have a tenure for participation. Twenty percent of the enrollees are placed in unsubsidized jobs during their first year of participation. Others may have more than one year of enrollment before securing full or part time unsubsidized employment.

¹⁹⁵ Enrollees obtaining unsubsidized jobs must be "economically better-off" meaning that the expected unsubsidized income is greater than that received while enrolled in the Senior AIDES Program.

¹⁹⁶ Twenty percent of participants have no countable income when they enter the program. They receive the minimum wage while in the program fulfilling their community service assignments. When they become employable and secure an unsubsidized employment position the average salary gain is 30% above the minimum wage

Programs for Older Workers

Other Goals & Vendor Information

Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
MDES JTPA Title IIA 5% Older Worker Program	Emphasis is placed on programs that demonstrate innovative approaches to meet employment and training needs. Additional consideration is given to programs involving training for jobs in growth industries and jobs which require the use of new technological	17 Service Delivery Areas	MnSCU, private sector employers in the case of on-the-job training contracts, WorkForce Centers, and private training facilities.	Each Service Delivery Area evaluated the effectiveness and value of the training it contracts for. This evaluation takes into account the ability to place the enrollee and the total salary and compensation package termines receive.
MDES Senior Community Service Employment Program	Over the past three years our department has given an employer of the year award to an employer who has demonstrated a pattern of hiring older workers on merit. Last year the 502(e) program was introduced to work directly with private sector employers.	16	Indian tribes, Urban League, Community Action Agencies, cities, counties, national forests.	Quarterly review of plan versus actual, looking at participant enrollment / placements and financial data. Annual review of final data. On-site monitoring that results in a report. Corrective action requires a response within 30 days.
U.S. DOL National Senior Citizen Education & Research Center - Senior AIDES Program¹⁹⁷	Left blank.		Community college system. Adult education.	The effectiveness of the vendor is measured by examining demonstrated increase of skill on assignment and placement within a reasonable amount of time in unsubsidized employment.
U.S. DOL National Urban League - SCSEP	To assist government agencies and nonprofit organizations by providing free participant labor. These agencies are able to provide more and diverse services to the community at large. Employers benefit from the experience and skills the program participants bring to the workplace. Participants remain productive tax paying individuals Individuals not enrolled tend to remain on public assistance/welfare, unemployed and generally of poorer health.	None.	The National Urban League does not use training vendors as a general practice.	Not applicable.
U.S. DOL U.S. Forest Service - Superior Forest SCSEP	Left blank.	Left blank.	Left blank.	Left blank.

¹⁹⁷ The Senior Community Service Employment Program does not have tenure for participation. Twenty percent of the enrollees are placed in unsubsidized jobs during their first year of participation. Others may have more than one year of enrollment before securing full or part time unsubsidized employment.

Programs for People Receiving Public Assistance

Programs for People Receiving Public Assistance

Six employment and training programs for people receiving public assistance are included in this report. To be eligible for these programs, one must be a recipient of public assistance such as food stamps or welfare. One program is entirely federally funded, two are entirely state funded, and three receive both federal and state funding. During 1997-98, there were 56,082 participants served at a total cost of \$52,835,000, of which \$41,435,000 was federal funding and \$11,400,000 was state funding.

The programs in this section of the report include:

- Food Stamp Employment & Training Program
- MFIP Employment Services Program
- Pathways Program - Minnesota Job Skills Partnership
- Refugee Self-Sufficiency Program
- State JTPA Supplemental Program
- Welfare to Work Program

Five of the six programs in this section provide a full range of services including job seeking or employment assistance, job training, and support services designed to help recipients of public assistance gain or maintain employment and self-sufficiency. The Pathways Program supplements these programs by focusing on the provision of job training. The State of Minnesota is authorized by the federal government to run the Welfare-to-Work, Food Stamp Employment and Training, and MFIP Employment Services Programs. States with large refugee populations are expected to run the federally funded Refugee Self-Sufficiency Program.

The following federally funded programs also assist recipients of public assistance. However, information about these programs was not received by the time this report was published:

- U.S. Department of Housing & Urban Development, Jobs-Plus Community Revitalization Initiative Program
- U.S. Department of Labor, Welfare-to-Work Indian & Native American Program

Programs for People Receiving Public Assistance

Program Funding Sources ¹⁹⁸				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES State JTPA Supplemental Program	Not applicable.	Not applicable.	State General Funds	\$1,500,000
MDES Welfare-to-Work Program ¹⁹⁹	U.S. Department of Labor	\$14,500,000	Not applicable.	Not applicable.
DHS Food Stamp Employment and Training Program ²⁰⁰	U. S. Department of Agriculture	\$1,700,000	State General Fund	\$900,000
DHS MFIP Employment Services Program	Administration of Children and Families	\$22,535,000	State appropriation	\$7,500,000
DHS Refugee Self-Sufficiency Program	Federal Office of Refugee Resettlement	\$2,700,000	Not applicable.	Not applicable.
DTED Pathways - Minnesota Job Skills Partnership Program	Not applicable.	Not applicable.	State General Fund	\$1,500,000

¹⁹⁸ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

¹⁹⁹ The program started January 1998, so this information is for the period of July 1, 1998 through June 31, 1999.

²⁰⁰ For the period of July 1, 1998 through June 30, 1999.

Programs for People Receiving Public Assistance

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
MDES State JTPA Supplemental Program	To prepare individuals receiving public assistance for employment by providing job training and placement assistance.	To assist individuals on public assistance to gain independence. To place individuals on public assistance in jobs. To increase earnings of individuals on public assistance.	Classroom training, on-the-job training, vocational and personal counseling, labor market information dissemination, assessment.	Individuals on public assistance need additional assistance with securing employment, beyond that provided by Federal JTPA.
MDES Welfare-to- Work Program	Helping the hardest-to-employ to help themselves achieve unsubsidized employment, self-sufficiency and economic security.	Facilitate the placement of hard-to-employ welfare recipients into transitional employment that will lead to lasting unsubsidized employment and self-sufficiency. Provide work first activities, post-employment, and job retention services to help participants secure lasting employment and self-sufficiency. To provide targeted Welfare-to-Work funds to high poverty areas with large numbers of hard-to-employ welfare recipients.	Assessment and development of Individual Service Strategy plan. Job readiness. Job placement. Employment activities: community service programs, work experience programs, job creation, on-the-job training. Post-employment services: basic education training, occupational skills training, ESL training, mentoring. Job retention and support services including transportation, substance abuse treatment, childcare, emergency or short-term housing assistance, individual development accounts. Case management services.	Although welfare caseloads have fallen dramatically in recent years, those remaining are the most difficult to serve, long-term recipients. The Welfare-to-Work program is designed to serve these participants. Services are emphasized that help these participants overcome their barriers to employment. Program objectives are not limited to getting a job, but also include keeping a job and moving ahead.
DHS Food Stamp Employment and Training Program	To help Food Stamp program recipients prepare for and become employed.	To provide FSET services in all 87 counties on a year-round basis within the limits of available resources and to meet federal regulations and laws that require states to operate an FSET program.	Orientation to employment and training services, individual assessment and employability plan, job seeking training, group and individual job search activities, remedial literacy or other adult basic education, English language training, vocational or technical training or education, job placement, workfare and assistance with transportation or other supportive services.	The U.S. Department of Agriculture requires that each state operate an FSET program for Food Stamp recipients who are mandated to participate in such services. The program serves single adults or married couples without children who are between the ages of 18 and 55 and who are generally considered to be able-bodied. The program is operated in all 87 counties in Minnesota. All program participants are low-income. Failure to cooperate with FSET requirements will result in the participant's or family's loss of Food Stamp benefits for set periods of time. The program is funded with a combination of federal and state funding.
DHS MFIP Employment Services Program	Focus on people, not programs. Responsible for the common good. Recognize and act upon our mutual responsibility to each	Encourage and enable families to find employment and increase their income. To prevent long-term dependence on welfare as a primary source of family income.	Assessments, job search, job readiness assistance, job clubs, subsidized and unsubsidized employment, job-related counseling and coaching, on-the-job training, job upgrade and/or retention, job-specific education and	The program serves welfare (TANF) recipients in Minnesota. These services are Federally mandated and are needed to meet Federal work participation requirements.

Programs for People Receiving Public Assistance

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
	<p>other.</p> <p>Provide safety nets and ladders up for the people we serve.</p> <p>Partner with communities to mobilize supports that help people function and succeed.</p>		<p>training, community service programs, ABE, ESL, internships, and other pre-employment activities. Services are not limited to training programs.</p>	
<p>DHS</p> <p>Refugee Self-Sufficiency Program</p>	<p>To assist refugees to become employed and self-sufficient in the shortest time possible.</p>	<p>Assist refugees to become employed and self-sufficient in the shortest time possible.</p>	<p>Funds are awarded to service providers through a competitive process. Service providers propose their own program to achieve the job placement goals including employability assessment services, OJT, English language instruction, short-term vocational training, skills recertification, day care for children, transportation, translation and interpreter services, and case management services.</p>	<p>The refugee employment services program addresses the special needs of the refugee population. The bilingual, bi-cultural services provided by the refugee mutual assistance association have proven to be effective.</p>
<p>DTED</p> <p>Pathways - Minnesota Job Skills Partnership Program</p>	<p>To provide Minnesota businesses with a well-trained and skilled workforce.</p> <p>To assist businesses by providing training that meets their specific business needs.</p> <p>To act as a catalyst between business and education in developing cooperative training projects that provide training, educational paths, new jobs, and career paths for individuals making the transition from public assistance to workforce.</p>	<p>Assist businesses and communities to become more economically viable through the development of their workforce.</p> <p>Provide the training and skills necessary to obtain or retain jobs, and thus economic self-sufficiency.</p> <p>Provide a basis for educational-business cooperation to develop education and to encourage positive change in educational institutions.</p>	<p>Provide grants to educational or other non-profit institutions for the development of programs that assist in the transition of persons from welfare to work.</p> <p>Technical assistance to potential grantees on grant proposals.</p> <p>Referrals to other sources, and release of several publications yearly.</p>	<p>The program provides an alternative to short-term approaches that quickly move welfare recipients into jobs with little or no training to sustain employment and with few career options. The program provides funds to educational institutions working in conjunction with individual or groups of Minnesota businesses and nonprofit or social service organizations to provide persons on public assistance with education, training, and support services, and in this respect is a unique approach to transitioning public recipients from welfare to work.</p>

Programs for People Receiving Public Assistance

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES State JTPA Supplemental Program	1,207	\$1,372,000	\$243,000	\$1,137 ²⁰¹	\$4,883 ²⁰²	Personnel costs: salaries, benefits. Non-personnel costs: supplies, communications, travel, premises costs, capital expenditures, capital equipment.	75 % ²⁰³
MDES Welfare-to-Work Program ²⁰⁴	3,350	\$5,745,000 ²⁰⁵	\$1,127,000	\$1,715	Not available. First year of new program in process of development.	Salaries for program management, coordination, planning, monitoring, and evaluation, procurement, PR, systems development to assure compliance with program requirements, preparation of reports, and resolution of audits. Goods and services for administration of the program, travel, most indirect overhead, and information technology.	38.3 % ²⁰⁶
DHS Food Stamp Employment and Training Program ²⁰⁷	7,338	\$2,600,000	Not available.	\$354	\$1,116 ²⁰⁸	Not available. Program expenses are not tracked by category of expenditure.	39.5 % ²⁰⁹
DHS MFIP Employment Services Program ²¹⁰	42,275	\$29,954,118	\$4,493,216	\$709	\$933 ²¹¹	Procurement, payroll processing, personnel functions, management, maintenance and operation of property, data processing and computer services, accounting, budgeting, auditing and indirect costs.	33 % ²¹²
DHS Refugee Self-Sufficiency Program	1,783	\$2,300,761	Approximately \$180,000	\$1,290	\$2,025 ²¹³	The administrative costs range between 5 % and 10 %. Most vendors use administrative cost budget for management support services.	64 %
DTED Pathways - Minnesota Job Skills Partnership	129 ²¹⁴	\$113,162 ²¹⁵	None.	\$877	\$967	Not applicable. No Pathways funds are used to pay program administration costs.	91 %

²⁰¹ The cost per participant reported above is for all participants in the period, not just those who terminated.

²⁰² The cost per placement is the total cost divided by the 281 terminees who were placed.

²⁰³ The 75% is the percent of terminees who were successfully placed in jobs. Of the 377 participants who terminated during the period reported on, 281 were successfully placed in jobs.

²⁰⁴ The program started in March 1998, so the information reported here is for the period of July 1, 1998 through June 30, 1999.

²⁰⁵ Program costs are lower than allocations because this is the first year of the program and program implementation was delayed.

²⁰⁶ Of the 3,350 served in 7/98-6/99, 767 terminated. Of the 767 who terminated in the period, 294 were successfully placed in employment.

²⁰⁷ For the period of July 1, 1998 through June 30, 1999.

²⁰⁸ Program costs are not tracked on an individual basis. Therefore, it is not possible to calculate an average "per placement" cost. Those who were placed may have received more or fewer services than the average participant. While not an accurate indication of the average cost per placement, the total annual cost of the program divided by the number that entered employment (2,329 individuals) is \$1,116

²⁰⁹ Successful completion means placement in employment.

²¹⁰ For the period of January 1, 1998 through December 31, 1998.

²¹¹ 18,945 PT employed plus 13,164 FT employed = 32,109 placed. \$29,954,118 / 32,109 = \$932.89 per placement

²¹² Thirty-three percent represents those participants who left welfare.

²¹³ The program has been working with vendors to make the program more cost effective. As a result, they report that the cost per placement in 1998 is considerably lower than the 1996 cost of \$3,766.

Programs for People Receiving Public Assistance

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES State JTPA Supplemental Program	3.2 %	16.1 %	26.3 %	29.8 %	21.4 %	3.2 %	Program not yet in operation.	\$8.01
MDES Welfare-to-Work Program	1.7 %	10.2 %	27.9 %	27.6 %	22.4 %	10.2 %	Not applicable: program not yet in operation.	\$7.61 ²¹⁶
DHS Food Stamp Employment and Training Program	1.3 %	6.3%	15.4 %	23.1 %	36.1 %	17.8 %	\$6.41	\$6.91
DHS MFIP Employment Services Program ²¹⁷	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not applicable: program not yet in operation.	PT \$6.63 FT \$7.68 ²¹⁸
DHS Refugee Self-Sufficiency Program ²¹⁹	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	\$6.78	\$7.31
DTED Pathways - Minnesota Job Skills Partnership Program	0 %	0 %	94 %	6 %	0 %	0 %	Not applicable: program not yet in operation.	\$8.45 (weighted average).

²¹⁴ This is the number served by the two projects that were completed in 1999. Because this is a new program and projects vary in length from over one year to three years, these are the first two projects to complete since the program began in 1997.

²¹⁵ This amount is the cost of the two projects that were completed in 1999. \$803,660 was awarded to the six Pathways grants funded July 1, 1997 to June 30, 1998 and these are the first two of those projects to be completed. \$1.5 million was available for FY 98.

²¹⁶ For the period of July 1998 to June 1999.

²¹⁷ Wage outcomes are not tracked to this level of detail.

²¹⁸ The program was not in operation until January 1998. These average wages are for the period of January 1998 through December 1998.

²¹⁹ The program reports that it does not require participation in a training program and does not have the information requested in this section.

Programs for People Receiving Public Assistance

Placement & Retention Rates

Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES State JTPA Supplemental Program ²²⁰	98 %	Not applicable.	Not applicable.	2 %	Not applicable.	Not applicable.
MDES Welfare-to-Work Program ²²¹	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
DHS Food Stamp Employment and Training Program	58.4 %	77.2 %	61.7 %	41.6 %	39.8 %	39.4 %
DHS MFIP Employment Services Program ²²²	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
DHS Refugee Self-Sufficiency Program ²²³	73.9 %	82.6 %	40.2 %	26.1 %	45.6 %	24.2 %
DTED Pathways - Minnesota Job Skills Partnership Program	90 %	Not yet available. ²²⁴	Not yet available.	10 %	Not yet available.	Not yet available.

²²⁰ This program started July 1997 and ended July 1999, therefore it was not possible to examine retention and earnings gains one and three years after program completion for most participants.

²²¹ These figures could not be obtained for this program because the program did not start until 1998. To obtain the requested figures one would need to have a cohort from July 1995 to June 1996, when this program did not exist.

²²² Not tracked this way. Please note that for the period of January 1, 1998 through December 31, 1998 cumulatively 75.9 percent of the MFIP-ES participants were employed and that as of 12/31/98, 46.7 percent of the current MFIP-ES caseload was employed.

²²³ We require vendors to report on job retention 90 days after job placement. During the 1998 program year, the program had an 85% job retention rate.

²²⁴ MJSP contracted with the National Results Council to complete an evaluation of the MJSP Pathways program that will address participant job retention. SSNs are not currently available for the participants in this program.

Programs for People Receiving Public Assistance

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES State JTPA Supplemental Program ²²⁵	\$981 quarterly gain	\$1,042 quarterly gain	Not available.	Not available.	Analysis of this type has not been done.
MDES Welfare-to-Work Program ²²⁶	Annual average of \$1,206 ²²⁷	Not available.	Not available.	Not available.	Analysis of this type has not been done.
DHS Food Stamp Employment and Training Program	\$203 quarterly gain	\$323 quarterly gain	\$2,021 annual gain	\$3,653 annual gain	Analysis of this type has not been done.
DHS MFIP Employment Services Program ²²⁸	Not available.	Not available.	Not available.	Not available.	Left blank.
DHS Refugee Self-Sufficiency Program	\$2,621 quarterly gain	\$2,830 quarterly gain	\$11,731 annual gain	\$9,619 annual gain	Left blank.
DTED Pathways - Minnesota Job Skills Partnership Program ²²⁹	Not available.	Not available.	Not available.	Not available.	Analysis of this type has not been done. ²³⁰

²²⁵ This program started July 1997 and ended July 1999, therefore it is not possible to examine retention and earnings gains one or three years after program completion for most participants.

²²⁶ These figures could not be obtained for this program because the program did not start until 1998. To obtain the requested figures we would need to have a cohort from July 1995 to June 1996, when this program did not exist.

²²⁷ For 1997-98.

²²⁸ These figures could not be obtained for this program because the program did not start until 1998. To obtain the requested figures we would need to have a cohort from July 1995 to June 1996, when this program did not exist.

²²⁹ This information is not available because Pathways did not exist until July 1, 1997. Also, participants' SSNs are not collected.

²³⁰ MJSP recently contracted with the NRC to evaluate the MJSP Pathways program. The NRC will conduct a comparative evaluation as part of their overall Pathways evaluation.

Programs for People Receiving Public Assistance

Other Goals & Vendor Information

Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
MDES State JTPA Supplemental Program	By assisting individuals on public assistance to find jobs and to earn higher incomes, we hope to promote their self-sufficiency and their ability to contribute more fully, both economically and personally, to their families and communities.	17	Service Delivery Areas (SDAs)	The Service Delivery Areas are monitored at least once a year. Their performance is also reviewed annually to ensure that they meet the JTPA performance standards.
MDES Welfare-to-Work Program	To maximize coordination with other employment-focused programs, the community, and employers by: Using WorkForce Centers for providers. Local Workforce Councils work closely with their employer communities to maximize coordination of programs (public and private) to provide and enhance program services while minimizing duplication of services. Involving many community agencies throughout the State in providing and enhancing services for TANF/Welfare-to-Work participants.	53 WorkForce Centers	The majority of vendors are a part of the full service Workforce Center System. In the Twin Cities area vendors can also offer specialized services such as multicultural and language-oriented, retention, focus on fathers, post-employment / basic education, special needs / work experience opportunities.	Because the program is designed to allow maximum flexibility to the providers, they are the first line of evaluation and have developed evaluation tools effective in their area. In addition, monthly and quarterly MIS reports are submitted to DES, allowing ongoing evaluation and quality control. Monitoring visits from State and Federal representatives are done routinely and technical assistance is given upon request.
DHS Food Stamp Employment and Training Program	Not available.	Approx. 100	Statewide Workforce Centers and county agencies are required by Minnesota Statute to coordinate program service delivery with any and all employment and training providers within their jurisdiction. This includes educational agencies, JTPA providers, and other referral agencies as deemed necessary to ensure participants have access to all programs that may benefit them.	Annual on-site and monthly desk review monitoring of participant and financial data.
DHS MFIP Employment Services Program	Left blank.	67	Workforce Centers, PIC and CAP agencies, county social service agencies, Mutual Assistance Associations, educational institutions, and other nonprofit agencies.	Program and financial monitoring is routinely done by the MDES once every two years. DHS collects performance data and issues county performance measure reports using 6 measures: cases with earnings, employed cases with food portion only, number of MFIP terminations, rate of recidivism, average wage (impact eval). DHS also routinely conducts field visits to determine how the program is being implemented (process eval).

Programs for People Receiving Public Assistance

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
DHS Refugee Self-Sufficiency Program	Vendors design their own program to achieve the job placement goals specified in the contracts. DHS does not specifically require that vendors provide training.	14	Funds are awarded to employment vendors through a competitive grant process. Nine of the fourteen vendors are refugee mutual assistance organizations serving their own ethnic communities.	By evaluating the number of job placements, cash assistance terminations or reductions, average hourly wage, job retention, health benefits, etc.
DTED Pathways - Minnesota Job Skills Partnership Program			MJSP does not contract with vendors, MJSP awards grants to educational/nonprofit institutions to implement training programs designed by the educational/nonprofit institution to meet the specific training needs of the participating business(es). The educational/nonprofit institutions may contract with outside vendors to provide specific training components.	MJSP requires all proposals submitted for funding consideration to include detailed information about the training program including such things as curriculum plans, course descriptions and any credits, CEUs, and the career path the program makes possible for the trainee. The Grantee (educational institution) is required to submit Narrative Reports, Project Trainee Reports, Financial Reports and Request for Payment reports on a trimester basis.

Programs for Veterans of the Armed Forces

Programs for Veterans of the Armed Forces

One program targeted towards veterans is included in this report. To be eligible for this program, one must be a veteran of the armed forces or a qualifying spouse of a veteran of the armed forces. The Veterans Services Program is entirely federally funded. The program received a federal allocation of \$3,200,000 and served 28,601 participants in 1997-98.

The Veterans Service Program is the only program that delivers employment and training services to all veterans. Through Veterans Services programs, veterans are also assured of receiving priority services relating to employment and training and receive assistance to overcome employment barriers.

The following federally funded programs are also intended to assist veterans of the armed forces or their dependents. However, information about these programs was not received by the time this report was published:

- U.S. Department Veterans Affairs, Vocational Rehabilitation and Counseling Program
- U.S. Department Veterans Affairs, Montgomery G.I. Bill - Active Duty
- U.S. Department Veterans Affairs, Montgomery G.I. Bill - Selective Reserve
- U.S. Department Veterans Affairs, Dependents Education Assistance - Chapter 35

Programs for Veterans of the Armed Forces

Program Funding Sources²³¹

Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES Veterans Services Program	U. S. Department of Labor, Veterans Employment & Training Service	\$3,200,000	Not applicable.	Not applicable.

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
MDES Veterans Services Program	To enable veterans in Minnesota to achieve economic security by facilitating quality career related services.	Provide or facilitate the provision of services that help veterans to overcome employment barriers. Ensure that veterans receive a priority of services within the Workforce Center System.	Case management services, especially to disabled veterans with significant employment barriers. Provide employer seminars. Provide labor market information to employers and veterans. Screening veterans. Recruiting veterans on behalf of employers. Helping veterans find employers who need their skills. Help veterans to identify their skills and market themselves efficiently to employers.	Federal law, including WIA legislation, requires this program be staffed by Disabled Veteran Outreach Program Reps. / Local Veterans Employment Reps. positions in order to insure priority of services to veterans in our WorkForce Centers.

Program Costs

Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES Veterans Services Program	28,601	\$3,200,000	\$320,000	\$113	\$565	Approx. 25 % is allowed for administration overhead. This includes non-personnel costs such as supplies, communications, travel, premises costs, capital expenditures, capital equipment. Approx. 75 % goes directly to personnel costs such as salaries and benefits	88.5 %

²³¹ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

Programs for Veterans of the Armed Forces

Wage Outcomes

Agency Program	At time of program completion, percentage of trainees with hourly wages:						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES Veterans Services Program ²³²	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.

Placement & Retention Rates

Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES Veterans Services Program ²³³	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.	Not applicable.

Earnings Gains

Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES Veterans Services Program ²³⁴	Not applicable.	Not applicable.	Not applicable.	Not applicable.	This type of analysis was has not been done.

Other Goals & Vendor Information

Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
MDES Veterans Services Program	Left blank.	53 WorkForce Centers.	53 WorkForce Centers.	Effectiveness of service provision is monitored according to established performance standards. Federal monitoring is done annually. The State reviews documents submitted by the service providers quarterly.

²³² Not tracked. This is not a training program.

²³³ Not tracked. This is not a training program.

²³⁴ Not tracked. This is not a training program.

Programs for Youth

Twenty employment and training programs for youth are included in this report. These programs are targeted to youth or young adults. Four programs are entirely federally funded, fourteen are entirely state funded, and one receives both federal and state funding. During 1997-98, there were 102,094 youth served at a total cost of \$51,433,997, of which \$20,502,805 was federal funding and \$30,931,192 was state funding.

The programs in this section of the report include:

- Agriculture Education Improvement Grant Program
- Carl Perkins Vocational and Applied Technology (Secondary Education) Program
- DNR Youth Programs
- Employer Rebate Programs
- Hubert H. Humphrey Job Corps Center
- JTPA Title IIB Summer Youth Employment and Training Program
- JTPA Title IIC Youth Training Program
- Minnesota Youth Program
- Minnesota Youthbuild Program
- Transition Program for Children with Disabilities
- School to Work Project for Cities of First Class Program
- Secondary Career & Technical Categorical Aid Program
- Seeds Program
- Student Worker Internship Programs
- Summer Health Care Internship Program
- Summer Youth Employment Program
- Summer Youth Program (Community)
- Youth Apprenticeship Program
- Youth Entrepreneurship Grants Program
- Urban Youth Corps Program

The programs in this section have a variety of objectives and goals. The programs fall into general categories as follows:

Programs to fund program establishment/ development/ improvement: Agriculture Education School-to-Work Grant Program, School-to-Work Project for Cities of First Class Program, Youth Apprenticeship Program. Schools use these program funds to establish the specific program. Once the programs are established, funding to continue the program and to directly serve students is provided by the school districts.

Programs for direct educational services within the school setting: Carl Perkins Vocational & Applied Technology (Secondary Education) Program, Secondary Vocational Categorical Aid Program, Transition Program for Children with Disabilities, Youth Entrepreneurship Grants Program, Summer Health Care Internship Program. The Carl Perkins Program provides funds to school districts to support their efforts to

Programs for Youth

improve their career and technical education programs so that they reflect current business/ industry trends and replicate, to the extent possible, state of the art technology. The Secondary Vocational Categorical Aid Program provides funding to supplement the school districts' general education funding for vocational programs, because vocational programs tend to have added costs resulting from the equipment, supplies, and lower student to teacher ratios necessary to assure safe and effective learning environments. The Youth Entrepreneurship Grants Program provides venture capital to groups of students (with adult leadership) to support entrepreneurial projects. The Summer Health Care Internship Program brings together students and health care employers to encourage students to explore health care related careers.

Program to encourage employers to provide paid work experience: Employer Rebate Program. Rebate monies to small/ medium size employers who provide paid internships and apprenticeships for youth and paid internships for educators.

Programs to diversify state agency workforce and provide training opportunities for youth of color/ economically disadvantaged youth: Seeds Program, Urban Youth Corp. These programs target youth of color, provide work experience and on-the-job training, and encourage placement within MnDOT upon program completion.

Programs to develop skills of participants while also completing agency/ community projects: DNR Youth Programs, IRRRB Student Worker Internship Program, IRRRB Summer Youth Program (Community). These programs have a dual purpose of (1) providing employment and service-learning opportunities for youth; and (2) completion of community projects.

Programs to provide work experience opportunities for economically disadvantaged youth: MHFA Summer Youth Employment Program. This program provides opportunities for employment and on-the-job skills development at housing projects for youth who live at or near the projects.

Programs to provide employment and training opportunities for economically disadvantaged and/ or at-risk youth to complete school and gain skills to compete in the marketplace: JTPA Title II-B Summer Youth Employment & Training Program, JTPA Title II-C Youth Training Program, Minnesota Youth Program, Minnesota Youthbuild Program, and H.H.H. Job Corps Center.

Measures examined for this report, as they relate to youth programs

Wage outcomes, placement rates, job retention rates and earnings gains are not appropriate measures for most of the youth programs identified in this report because immediate job placement is not a goal of most of the programs. Examples of youth program goals include:

- Enhancement of basic educational skills
- Opportunities to explore vocational options and the world of work
- Encouragement of school completion or enrollment in supplementary or alternative programs
- Enhancement of citizenship skills
- Reduction in welfare dependency
- Increasing the long-term employability of youth
- Providing opportunities for youth to engage in community service and volunteerism.

More appropriate measures for youth programs may include youth returning to school, completing the program objective, getting a diploma/ continuing education, academic credit, increase in math and reading levels, and reduction in welfare dependence.

The following federally funded program also serves youth. However, information about this program was not received by the time this report was published:

- U.S. Department of Housing & Urban Development, Youthbuild (not the same as MDES' Youthbuild)

Programs for Youth

Program Funding Sources ²³⁵				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
CFL Agriculture Education Improvement Grant Program	Not applicable.	Not applicable.	State Budget K-12	\$250,000
CFL Carl Perkins Vocational & Applied Technology (Secondary Education) Program	U.S. Department of Education	\$4,716,000 (Youth share of \$17,747,000)	Not applicable.	Not applicable.
CFL Employer Rebate Program	Not applicable.	Not applicable.	State Budget K-12	\$1,225,000
CFL School-to-Work Project for Cities of First Class Program	Not applicable.	Not applicable.	State Budget K-12	\$300,000
CFL Secondary Career & Technical Categorical Aid Program	Not applicable.	Not applicable.	State Budget K-12	\$11,617,000
CFL Transition Program for Children with Disabilities	Not applicable.	Not applicable.	State Budget K-12	\$8,232,178
CFL Youth Apprenticeship Program	Not applicable.	Not applicable.	State Budget K-12	\$450,000
CFL Youth Entrepreneurship Grants Program	Not applicable.	Not applicable.	State Budget K-12	\$200,000
MDES JTPA Title IIB Summer Youth Employ. & Training Program²³⁶	U.S. Department of Labor	\$8,600,000	Not applicable.	Not applicable.

²³⁵ Allocation amounts are for the period of July 1, 1997 to June 30, 1998, unless otherwise noted.

²³⁶ This information is for the period of April 1, 1998 through September 30, 1998.

Programs for Youth

Program Funding Sources²³⁵				
Agency Program	Source of Federal Funding	Federal Allocation	Source of State Funding	State Allocation
MDES JTPA Title IIC Youth Training Program	U.S. Department of Labor	\$1,100,000	Not applicable.	Not applicable.
MDES Minnesota Youth Program	Not applicable.	Not applicable.	State General Fund	\$4,000,000
MDES Minnesota Youthbuild Program	Not applicable.	Not applicable.	State General Fund	\$700,000
MDH Summer Health Care Internship Program	Not applicable.	Not applicable.	Health Care Access Fund	\$200,000
DNR DNR Youth Programs	Corporation for National and Community Service (CNS) - AmeriCorps	\$86,805 ²³⁷	Department of Natural Resources	\$2,609,380
MnDOT Seeds Program	Not applicable.	Not applicable.	MnDOT General Fund	\$486,529
MnDOT Urban Youth Corp²³⁸	Not applicable.	Not applicable.	MnDOT Program Delivery - Construction, Metro Division Operating Budget, FHWA, Federal Aid Funds	\$111,105
IRRRB Student Worker Internship Programs	Not applicable.	Not applicable.	Iron Range Resource & Rehabilitation Board	\$400,000
IRRRB Summer Youth Program (Community)	Not applicable.	Not applicable.	Iron Range Resource & Rehabilitation Board Funds – tax levied on area mining companies	\$100,000
MHFA Summer Youth Employment Program	Not applicable.	Not applicable.	Proceeds of housing bonds sold by MFHA.	\$50,000 ²³⁹
U.S. DOL H. H. Humphrey Job Corps Center	U.S. Department of Labor	\$6,000,000	Not applicable.	Not applicable.

²³⁷ In 1997-98, the DNR applied for and was granted \$496,131 in educational awards, which are held in trust by the Corporation for National Service for young adult members and are available upon successful completion of the program.

²³⁸ The program started May 1998, so this information is for the period of July 1, 1998 through June 31, 1999.

²³⁹ This is not a state allocation under a strict definition, however MHFA is authorized by Minnesota Statutes 462A.05, Subd. 40 to fund this program, using proceeds of housing bonds sold by MHFA to make matching grants.

Programs for Youth

General Program Information				
Agency Program	Mission	Goals	Services	Need for Program
CFL Agriculture Education Improvement Grant Program	Program improvement and growth that links STW performance indicators and Minnesota Graduation Standard to agriculture education programs in Minnesota. Provide grants of up to \$5000 to schools and organizations working in agricultural education. \$250,000 available each fiscal year.	Program improvement and growth that links STW performance indicators and Minnesota Graduation Standard to agriculture education programs in Minnesota.	CFL provides technical assistance in grant administration. Grant recipients use the money to purchase equipment, curriculum, and services (such as instructor time, support staff, outside professionals).	These funds have provided 56 schools and educational organizations with funds to develop or expand the teaching of agriculturally related curriculum to students in local school districts and communities each year.
CFL Carl Perkins Vocational & Applied Technology (Secondary Education) Program	To develop more fully the academic, vocational, and technical skills of secondary students who elect to enroll in vocational and technical programs. These funds are intended for program improvement purposes.	To develop challenging academic standards. Promote the development of services and activities; integrate academic, vocational and technical education; and link secondary and post-secondary education. Increase State and local flexibility in providing services and activities. Disseminate national research and provide professional development and technical assistance. Provide equal access to vocational education for special needs populations to prepare them for high skill, high wage careers.	CFL provides: Program approval and funding process, monitoring, data collection and reporting, evaluation, technical assistance, best-practice information, partnership development and design of assessment and application instruments. Following are examples of services school districts provide with this money: Curriculum modification to incorporate more applied/ contextual learning. Agreements between secondary and post-secondary that allow students to avoid repetition of coursework at the post-secondary level. Worksite learning experiences, such as workplace shadowing or interning. Exploring global/international connections for that industry. Presentations by professionals in related industries. Support services to retain special learners in technical programs.	The program is needed to support the school districts' efforts to continually improve career and technical education programs. Programs need to provide for career development, and reflect current trends of business and industry. All students must be given an opportunity to have full access to state of the art technology.
CFL Employer Rebate Program	This program is a positive mechanism for employers to provide students with paid work experience, which connects academic, career, and technical education to the workforce	To engage more employers in the role of providing paid work-based learning opportunities for students. To build collaborative partnerships between	Rebate monies to small and medium size employers who provide paid internships and apprenticeships for youth and paid internships for	In the past employers have been reluctant to provide work-based learning opportunities for students due in part to the costs incurred to their business. This program is successfully breaking down this barrier and employers are

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
	<p>skills and challenges required today and in the future.</p> <p>It also provides educators with work-experience to increase their knowledge of current career and workplace skills and help students understand the relevancy of education.</p>	<p>employers and educational institutions.</p> <p>To provide educators with the tools needed to demonstrate to youth the relevancy of obtaining a good education.</p>	<p>educators.</p>	<p>becoming more likely to provide internships and apprenticeship opportunities for youth aged 16-21 and to provide worksite learning opportunities for educators.</p>
<p>CFL</p> <p>School-to-Work Project for Cities of First Class Program</p>	<p>To establish education and employment transition programs with schools located in cities of the first class.</p>	<p>Expand the number of at-risk youth that can participate in education to employment programs.</p> <p>Encourage collaboration between private employers, organized labor, and school districts in cities of the first class and county governments.</p>	<p>CFL publicizes the grant opportunity, manages a competitive grant application process, monitors progress, and evaluates performance to determine funding level.</p>	<p>The programs are needed to help at-risk families/youth improve their standard of living by providing youth with career and technical education to obtain long-term employment.</p>
<p>CFL</p> <p>Secondary Career & Technical Categorical Aid Program</p>	<p>To ensure that districts are able to appropriately fund their career and technical programs.</p> <p>Funding from this program is used to support approved career and technical programs. School districts get general education funding which partially supports career and technical programs, and these categorical funds supplement the districts' general education funding for career and technical programs. Career and technical programs tend to have added costs resulting from the equipment, supplies, and lower student to teacher ratios necessary to assure safe and effective learning environments.</p>	<p>To ensure that school districts have the equipment, supplies, and lower student to teacher ratios necessary to assure safe and effective career and technical learning environments.</p>	<p>Services provided by CFL: training and technical assistance, assessment and evaluation; and program approval.</p> <p>Services provided by the school districts include development of partnerships with businesses, assisting students to develop individual career plans, school-based classroom and laboratory instruction and work-based opportunities such as job shadowing, mentoring, and supervised paid employment.</p>	<p>This program is needed to support the added costs of providing secondary career and technical education programs. This includes added costs related to specialized equipment, travel between instructional sites, necessary supplies, contracted specialized services, etc. The added costs also address serving fewer students due to classroom limitations and number of students to be supervised in community based experiences.</p>
<p>CFL</p> <p>Transition Program for Children with Disabilities</p>	<p>To develop and provide quality educational and transitional programs for students with disabilities.</p>	<p>Provide community-based career and technical education experiences for students with special needs.</p> <p>Increase students understanding of employer expectations.</p> <p>Assist students to explore their interests and abilities.</p> <p>Encourage and assist</p>	<p>CFL provides technical assistance so that schools can provide:</p> <p>Career & technical instruction that provides hands-on training in various functional skill areas within a structured classroom setting to prepare students for work</p>	<p>Collaboration with employers is an integral component of the program. School staff work with participating employers, recruit additional employers, and communicate regularly to assist in meeting the unique learning/ training needs of students with disabilities. Many learners with disabilities need key supports to maintain employment.</p>

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
		<p>students to make linkages with other service providers.</p> <p>Assist graduating students in obtaining and maintaining employment.</p>	<p>placements.</p> <p>Career & technical training that places students in a variety of work settings and gives opportunities to explore career interests.</p> <p>Job coaches are provided to students who need this level of support.</p> <p>Students spend part of their day in the classroom and part in the program.</p>	
<p>CFL Youth Apprenticeship Program</p>	<p>To integrate school-based learning and work-based learning to provide high school youth with academic and occupational skills leading to both a high school diploma and a Certificate of Successful Completion in a specific occupation or industry.</p>	<p>Develop and implement youth apprenticeship programs.</p> <p>Form employer, K-12, post-secondary and labor partnerships to develop youth apprenticeship agreement for state approval.</p> <p>Increase opportunities for youth to become involved in youth apprenticeships.</p> <p>Develop high standards of achievement in academic, career, and technical subjects.</p>	<p>CFL provides technical assistance for development and implementation of comprehensive apprenticeship programs that provide opportunities for students to enroll in a multi-year competency-based training program.</p> <p>Services to students are provided at the school and work sites with wages paid for by the employer and with the ongoing cost of the program supported by the school district.</p>	<p>The numbers of youth apprenticeship opportunities available in Minnesota are very limited. Youth apprenticeships provide an avenue for students to gain skills in occupations including specific federally designated hazardous occupations. Without this program students would not be able to participate until they reach post-secondary. Youth apprenticeships often attract disengaged high school students who are at risk for dropping out.</p>
<p>CFL Youth Entrepreneurship Grants Program</p>	<p>To provide capital for learners to gain valuable entrepreneurial skills through the establishment and operation of a local business.</p>	<p>Increase entrepreneurial knowledge and skills.</p> <p>Serve a potential local economic need.</p> <p>Encourage youth to pursue entrepreneurship as a career option.</p> <p>Connect youth with the community.</p>	<p>Grants are made to groups of students with an adult leader in the school to provide venture capital to allow students the opportunity to apply the entrepreneurial knowledge gained in real risk-taking businesses.</p> <p>CFL provides technical assistance and teacher training for entrepreneurship education.</p>	<p>Entrepreneurship knowledge and skills are a vital requirement in maintaining our free enterprise system in the United States. This program targets youth thus encouraging them to learn and apply these important skills.</p>
<p>MDES JTPA Title IIB Summer Youth Employment & Training Program</p>	<p>Summer youth programs provide an opportunity for youth to improve their reading and math skills, decision making and problem solving skills, and citizenship and leadership skills through work-based learning opportunities.</p>	<p>Enhance the basic educational skills of youth through improvement in school retention or academic performance (including mathematics and reading comprehension).</p> <p>Improvement of employability skills, including provision of vocational exploration opportunities and exposure to the world of work.</p>	<p>Services based on an assessment of individual need include:</p> <p>Academic enrichment and basic skills training.</p> <p>Private sector limited internships.</p> <p>Work-based learning.</p> <p>Youth service corps experiences.</p>	<p>The Title II-B Summer Youth Program provides services to economically disadvantaged youth in all 87 counties. The program has a positive affect on the State and communities by decreasing crime; increasing jobs for 14-15 year olds and other at-risk youth; involving youth in community service and community improvement projects; and by providing academic enrichment to youth at risk of</p>

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
		<p>Encourage school completion or enrollment in supplementary or alternative school programs.</p> <p>Enhance the citizenship skills of youth.</p> <p>Demonstrated coordination with other appropriate organizations.</p>	<p>Personal counseling.</p> <p>Drug awareness training.</p> <p>Vocational counseling.</p> <p>Life skills training.</p> <p>Mentoring.</p> <p>Peer support groups.</p> <p>Tutoring service.</p> <p>Support services, i.e. child care and transportation.</p>	<p>dropping out of school</p>
<p>MDES</p> <p>JTPA Title IIC Youth Training Program</p>	<p>Year-round youth programs provide comprehensive services designed to prepare youth for success in employment, improve educational achievement, provide support services, and services to develop the potential of youth as citizens and leaders.</p>	<p>Increase the long-term employability of youth.</p> <p>Enhance the educational, occupational, and citizenship skills of youth.</p> <p>Encourage high school completion.</p> <p>Reduce welfare dependency.</p> <p>Assist youth to make successful transitions from school to work, apprenticeship, the military, or post secondary training.</p>	<p>Services based on an assessment of individual need include:</p> <p>Academic enrichment and basic skills training.</p> <p>Private sector limited internships.</p> <p>Work-based learning.</p> <p>Youth service corps experiences.</p> <p>Personal counseling.</p> <p>Drug awareness training.</p> <p>Vocational counseling.</p> <p>Life skills training.</p> <p>Mentoring.</p> <p>Peer support groups</p> <p>Tutoring service.</p> <p>Support services, i.e. child care and transportation.</p>	<p>This is a year-round program that complements the Title II-B Summer Program. The program is targeted to hard to serve youth with significant barriers to employment.</p>
<p>MDES</p> <p>Minnesota Youth Program</p>	<p>Provide economically disadvantaged youth with services designed to increase employability skills, basic skills and leadership skills. Communities benefit by the completion of thousands of community service/improvement projects each year.</p>	<p>Enhance the basic educational skills of eligible youth.</p> <p>Improve the employability of eligible youth through exposure to public or private sector work experience.</p> <p>Encourage the completion of high school or equivalency.</p> <p>Assist youth to enter employment, school to work transition programs, the military, post-secondary education or training.</p> <p>Enhance the citizenship and leadership skills of eligible youth through community</p>	<p>Services provided to participants based on an assessment of individual need include:</p> <p>Academic enrichment and basic skills training.</p> <p>Private sector limited internships.</p> <p>Work-based learning.</p> <p>Youth service corps experiences.</p> <p>Personal counseling.</p> <p>Drug awareness training.</p> <p>Vocational counseling.</p>	<p>The Minnesota Youth Program (MYP) provides employment and training services to economically disadvantaged and at risk youth. MYP improves communities statewide by:</p> <p>Reducing incidences of juvenile crime, other antisocial behavior, and the cost of incarcerating juveniles in local jails.</p> <p>Provides employment for 14-15 year olds. (MYP is the first and only opportunity for many disadvantaged youth to learn essential work-readiness skills.)</p> <p>Provides opportunities for leadership, and to perform environmental and community</p>

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
		<p>service and service learning.</p> <p>Provide educational, career and life skills counseling.</p>	<p>Life skills training.</p> <p>Mentoring.</p> <p>Peer support groups</p> <p>Tutoring service.</p> <p>Support services such as transportation and child care are also available.</p>	<p>service projects.</p> <p>Providing academic enrichment opportunities for youth, and decreasing dropout rates.</p>
<p>MDES</p> <p>Minnesota Youthbuild Program</p>	<p>To enable disadvantaged young people to gain useful job skills while working toward their high school diploma or GED, play a respected role in their communities, and build the most essential commodity needed by their families and neighbors: safe, affordable housing.</p>	<p>Increase basic academic performance, school attendance, high school and GED graduation rates, and post-secondary enrollment.</p> <p>Increase basic, job readiness, work maturity, and employability skills.</p> <p>Increase building trades skills and job placement in building trades and related fields for hard to employ youth.</p> <p>Develop leadership, peer mentoring, volunteerism, citizenship, problem solving and negotiating skills, self-esteem, respect and personal empowerment.</p> <p>Reduce juvenile crime and other negative behaviors.</p> <p>Increase affordable housing for homeless, battered and poor families or individuals.</p> <p>Rebuild deteriorating communities and neighborhoods.</p>	<p>The work experience component of the program provides youth with specific building trades skills.</p> <p>The leadership component provides youth with decision making, problem solving, and negotiating skills as well as conflict resolution and anger management skills. In addition, participants are involved in community service activities.</p> <p>The job readiness component focuses on work maturity and work readiness skills.</p> <p>The education component focuses on applied basic skills with a problem-solving emphasis. In addition, youth are provided training in life skills.</p>	<p>The program is needed to help economically disadvantaged and at-risk youth to become leaders and economically self-sufficient members in our community. This program is unique because it provides intense training, support, and job placement in the building and construction trades. Its holistic approach also provides counseling, leadership development, work maturity skills, academic, and life skills training. It improves our state and communities by reducing the number of dropouts in Minnesota, expanding affordable housing for homeless and poor families, reducing crime and incarceration costs, and providing avenues for at-risk youth to become positive leaders and give back to their communities. Participants have multiple barriers to employment and difficulty being served in traditional programs with 90% having dropped out of school, 65% having contact with the criminal justice system, 30% recovering from chemical dependency, 50% having a disability, 25% being teen parents, and 90% being economically disadvantaged.</p>
<p>MDH</p> <p>Summer Health Care Internship Program</p>	<p>To bring students and health care employers together, giving students experience in a health care environment and employers the opportunity to become more involved in their community.</p>	<p>Encourage high school and college students to explore health care related careers.</p> <p>Assist health care facilities to employ students in health care related summer jobs.</p>	<p>Program marketing.</p> <p>Financial and administrative support for health care related summer jobs.</p>	<p>The program serves high school and college students by introducing them to health care related careers through summer jobs in health care facilities. The program reaches students early in their educational and career planning so they can select educational programs to prepare for health care careers.</p>
<p>DNR</p> <p>DNR Youth Programs</p>	<p>The DNR Youth Programs exist to provide productive natural resources work experience and meaningful service-learning opportunities to the young men and women of this state in a healthful outdoor</p>	<p>Perform labor-intensive, team-oriented (generally), priority natural resource conservation work, having long-term public benefit, in a quality and cost effective manner.</p> <p>Provide members with:</p>	<p>Youth Programs has a dual mission: accomplish natural resource conservation projects and develop the knowledge, skills and abilities of members.</p> <p>Each year, members</p>	<p>As stated in Minnesota Statute 84.98, DNR Youth programs shall "provide equal opportunity of employment for youth with preferences given to youth who are economically, socially, physically or educationally disadvantaged and youth residing in areas of substantial unemployment." DNR</p>

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
	<p>environment.</p> <p>*Youth Programs include: MN Conservation Corps (MCC)-AmeriCorps (young adult, ages 18-26); MCC Summer Youth (ages 15-18); Youth in Natural Resources (ages 16-19); and Urban Corps (ages 18-26, welfare to work demonstration).</p>	<p>training in basic/advanced work and life skills; career exploration/transition; structured opportunities for reflection on the service experience; education and other support services designed to enhance self-esteem, skills development, and an ethic of civic responsibility/leadership.</p>	<p>perform in excess of 200,000 hours of conservation service completing hundreds of projects for the DNR and other land management agencies. Projects vary greatly and include tree planting, wildfire suppression, bridge building, trail construction, exotic species monitoring, wildlife habitat improvement, etc.</p> <p>Member development is age appropriate (ages 15-26) and includes: pursuit of a GED or High School Diploma for those members who need it; service specific natural resource skills, federal/state required orientations, life-skills training, and natural resource career exploration.</p>	<p>Youth Programs provide a unique statewide training opportunity for youth interested in natural resource management and stewardship.</p>
<p>MnDOT Seeds Program</p>	<p>To partner with community agencies, training programs, post-secondary institutions, and MnDOT offices in order to provide an opportunity for minority or economically disadvantaged students to grow through on-the-job experience. To recruit and hire diverse workforce for MnDOT.</p>	<p>Recruit, maintain, and monitor participation for up to 50 participants annually.</p> <p>Refer and place new candidates in MnDOT student worker positions.</p> <p>Meet and assist with MnDOT student worker staffing needs.</p> <p>Develop alliances with educational institutions and community organizations.</p> <p>Assist program graduates with placement in full-time positions at MnDOT.</p>	<p>Participants in the program are prescreened, referred and placed in a student worker position that correlates with their educational career major. Students are paid an hourly salary and receive mentoring and support services. Participants are also provided with information on gaining full-time permanent employment with MnDOT or with the State of Minnesota. MnDOT offices are provided with consultation, recruitment and referral service that helps them to meet their staffing needs.</p>	<p>By the year 2050 at least 50% of the U.S. population will be persons of color. Yet participation in college education for members of underrepresented groups has improved only minimally over the past 20 years. Nationally, African-Americans represent 12.3 % of the population, but only 8.7 % are enrolled in post-secondary education, and only 5.7 % of the total population are college graduates. Hispanics represent 7.7 % of the population but make up only 4.9 % of our nation's college students and only 2.7 % of college graduates. For Hispanics and Black Males, the rate of college participation is declining. Members of more recent Asian immigrant groups, such as Vietnamese, Cambodian, Laos and Hmong have low participation, comparable to Hispanic enrollment and graduation rates (O'Brien, 1995). These new immigrants are a large sector of the minority population in Minnesota.</p> <p>It is also estimated that while women and members of minority groups are projected to make up 68 % of the new entrants into the U.S. labor force in the year 2000, only a small fraction of them will be trained</p>

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
				(Workforce Diversity, 1998). Seeds is an innovative way to move beyond affirmative action to create a genuinely inclusive work environment. Also, Seeds students "earn as they learn," allowing them to support themselves financially while attaining their education goals.
MnDOT Urban Youth Corp	Provide work experience and training to enable participants to acquire the knowledge, skills, and abilities necessary to be employed. Primarily focused on increasing representation of minorities, females, people with disabilities, economically/socially disadvantaged individuals, single parents, and includes non-minority males in its hiring pool.	Promote and enhance workforce diversity and demographic representation. Provide work experience that will improve participants' chances for employment in the future. Develop good work habits to be good employees.	Provide training and development opportunities to participants so that they may gain the knowledge, skills, and ability necessary to be employed.	Metro Division's Diversity Vision Statement: "... a representative diverse workforce...". With this in mind, MnDOT implemented a program that ensures the development of individuals and target groups who possess the potential to gain knowledge, skills and abilities necessary to meet workforce demands in serving the public. The program exists for the purpose of developing employees and to stay competitive in providing MnDOT products and services to our customers and to meet workforce laborer needs.
IRRRB Student Worker Internship Programs	To provide students and student interns meaningful employment and educational opportunities with on-the-job training within our agency. Not only is this employment opportunity beneficial to the student but equally beneficial to our agency.	Recruit and employ capable and qualified students. Establish certain eligibility requirements (student status, etc.). Ensure an ongoing commitment to providing all youth more job opportunities. Ensure commitment to diversity and providing opportunities to the economically disadvantaged, disabled and minorities. Help youth learn the responsibilities of holding a job, including showing up on time, problem solving, and teamwork with co-workers.	Economic Development Program, Community Development (Grant) Program, Mineland Rec. Program, Trails Program, Building Dem. Program, Research Center, 2 Tourism Facilities.	The Student Worker Program and the Internship Program are utilized on a regular basis within the agency. The largest percentage of student workers and interns are utilized at the facilities. The agency benefits from this program by filling their staffing needs with skilled workers. It also provides an excellent learning experience for students and it enables them to earn money for their college education.
IRRRB Summer Youth Program (Community)	To provide employment opportunities to youth from ages 16 - 21 years for specific projects that have an impact on the community.	Leverage money - dollar for dollar match. Jobs for youth. Impact - ability to demonstrate good business sense. Viability - cost vs. benefits.	Financial.	Northeastern Minnesota has the highest unemployment rates in the state, at 3.5 % compared to the metro area at 1.5 %. Northeastern Minnesota also among the lowest per capita income in the state.
MHFA Summer Youth Employment	Provision of summer employment to low-income youth who live in or near MHFA-financed	Provide summer employment to youth who live in or near agency-financed	Provide summer employment to youth who live in or near agency-	This program fulfills the lack of access to jobs for kids of this age where they learn skills such as reporting to work on time,

Programs for Youth

General Program Information

Agency Program	Mission	Goals	Services	Need for Program
Program	<p>developments.</p> <p>To help youth to develop work skills and to assist in maintenance of the development and improvement of tenant services.</p>	<p>developments.</p> <p>Develop or refine preparation for work skills.</p> <p>Provide assistance to property management staff to maintain the development and improve tenant services.</p> <p>Provide "sweat equity" for the development by the tenant community and/or the community surrounding the development resulting in improved development appearance and resident relations.</p>	<p>financed developments,</p> <p>Develop or refine preparation for work skills,</p> <p>Provide assistance to property management staff to maintain the development and improve tenant services and resident relations.</p>	<p>completing tasks, working as part of a team, learning computer skills, communicating with clients and other team members, and planning and arranging activities for the tenants.</p>
<p>U.S. DOL Hubert H. Humphrey Job Corps Center</p>	<p>To educate and train youth to become productive members of society and to ensure professional growth and development for its staff.</p>	<p>60% graduation rate (GED, High School diploma or vocational completion).</p> <p>86% job placement rate.</p> <p>Average starting wage of \$7.18 per hour.</p> <p>65% of graduates still employed at 13 weeks.</p>	<p>A residential facility with room for 260 residential and 30 nonresidential students.</p> <p>Open 24 hours a day, seven days a week, all year.</p> <p>Offer academic, vocational and social skills training.</p> <p>Full medical and dental care.</p> <p>Placement services and guidance counseling.</p>	<p>According to the program, this is the only "full service" job training in the State. With the residential component, health services, guidance counseling and instructional staff, the center provides a holistic service to a hard-to-serve population. The students are poor and most are severely disadvantaged and have dropped out of the traditional system. Since young people can be worked with around the clock, the program can have a more profound impact than most job training programs.</p>

Programs for Youth

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
CFL Agriculture Education Improvement Grant Program	This money is used by the school district to improve their program, not for training support.	\$250,000	\$0	Not applicable.	Not applicable.	Absorbed within CFL Division of Lifework Development budget.	Not applicable.
CFL Carl Perkins Vocational & Applied Technology (Secondary Education) Program	81,709 ²⁴⁰	\$4,716,000 (Youth share of \$17,747,000)	Approximately \$200,000	\$58	Not applicable. ²⁴¹	Cost of administering grants, monitoring, evaluating and reporting to the Federal Dept. of Educ.; assistive technology equipment (for selected special needs populations); technical assistance .	Not available. New data collection instruments under development.
CFL Employer Rebate Program	Approx. 200 ²⁴²	\$130,965 ²⁴³	\$0	\$655	Not applicable.	Absorbed within CFL Division of Lifework Development budget.	100 % ²⁴⁴
CFL School-to-Work Project for Cities of First Class Program	This funding is used by the school district to establish their employment transition program, not for training support.	\$155,000 ²⁴⁵	Grant recipients allowed up to 5% for local administration.	Not applicable. ²⁴⁶	Not applicable	Fiscal management, monitoring, evaluation, and reporting.	Not available.
CFL Secondary Career & Technical Categorical Aid Program	81,709 ²⁴⁷	\$11,617,000	Not available. ²⁴⁸	\$142	Not available.	Budget/aids management, technical assistance, monitoring, evaluation and reporting.	Not available. New data collection instruments under development.

²⁴⁰ These are the same 81,709 students that are served by the Secondary Vocational Categorical Aid Program. The Secondary Vocational Categorical Aid Program is state-funded while the Carl Perkins Program is federally funded.

²⁴¹ These measures do not apply. This money is used by the grantees to develop and improve their program; it is not used for direct services to students.

²⁴² First year of program. About 1,000 were served in the second year of the program (1998-99).

²⁴³ The expenditures for 1997-98 were considerably less than the amount allocated by the state because this was the first year of the program. The remainder of the allocation was rolled over to the following year when five times as many individuals were served. Rebates were capped at \$500 for employers with youth or educator interns, and at \$3,000 for employers with youth apprentices.

²⁴⁴ Employers cannot get a rebate until the student successfully completes their training, thus all of the money rebated is for successful outcomes.

²⁴⁵ Two of the three grant awards were not fully funded. Grant recipients did not meet requirements.

²⁴⁶ This measure does not apply. This money is used by the grantees to set up their program, and they sustain their program with outside funds.

²⁴⁷ These are the same 81,709 students that are served by the Carl Perkins Vocational and Applied Technology Program. The Secondary Vocational Categorical Aid Program is State-funded while the Carl Perkins Program is Federally funded.

Programs for Youth

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
CFL Transition Program for Children with Disabilities²⁴⁹	7,796	\$8,232,178	Not available. ²⁵⁰	\$1,056 ²⁵¹	Not applicable	Budget/ aids management, technical assistance, monitoring, evaluation and reporting.	Not available.
CFL Youth Apprenticeship Program	This money is used by the school district to set up their apprenticeship program, not for training support.	\$450,000	\$0	Not applicable.	Not applicable.	Absorbed within CFL Division of Lifework Development budget.	Not applicable.
CFL Youth Entrepreneurship Grants Program	25 student-run businesses were funded. Data on individual participants is not collected. ²⁵²	\$200,000	\$0	Not available.	Not applicable.	Absorbed within CFL Division of Lifework Development budget.	Not available.
MDES JTPA Title IIB Summer Youth Employment & Training Program²⁵³	5,157	\$8,600,000	Up to 15 % at local level; no state-level admin. funding.	\$1,291	Not applicable. ²⁵⁴	Salaries, wages and related costs of staff engaged in overall program management, coordination and general administrative functions. Costs of goods and services such as rental or purchase of equipment, insurance, utilities, office supplies, postage, travel costs, and rental and maintenance of office space.	Over 90%.

²⁴⁸ State and federal funds are used to administer this program at the state level. School districts must pay administrative costs from other sources. Administrative funds come from sources (e.g., local funds) and are not accurately recorded at the state level.

²⁴⁹ This information is for the period of 1998-99.

²⁵⁰ Not available. State and federal funds are used to administer this program at the state level. School districts pay administrative costs from other sources. Administrative expenditures are not collected by CFL.

²⁵¹ There is a wide variation in participant costs depending on type of disability.

²⁵² Actual numbers of participants are not available, as the number of students involved with each grant is not part of the grant application.

²⁵³ These figures refer to the 1998 program year, which runs from 4/1/98 through 9/30/98.

²⁵⁴ This information is not applicable because placement of youth into employment is not a program goal.

Programs for Youth

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
MDES JTPA Title IIC Youth Training Program	956	\$1,100,000	Up to 20 % was available.	\$940	Not applicable.	Same as those listed for JTPA Title IIB Summer Youth Employment & Training Program. Note: Local providers are held to a 20% limit on administrative costs.	92 %
MDES Minnesota Youth Program	4,700	\$4,000,000	Up to 15 % at local level.	\$1,291	Not applicable. ²⁵⁵	Same as those listed for JTPA Title IIB Summer Youth Employment & Training Program.	87 %
MDES Minnesota Youthbuild Program	334	\$700,000	Up to 6 % per year	\$2,000	Not applicable. ²⁵⁶	Same as those listed for JTPA Title IIB Summer Youth Employment & Training Program.	75 %
MDH Summer Health Care Internship Program	137	\$100,000	\$6,400	\$734 plus admin. of 6.4 %	Program does not do placements.	Costs of awarding and administering grants; publicizing program; administering the application process for participants; and monitoring.	100 %
DNR DNR Youth Programs	269	\$2,566,682	\$327,494	\$9,541 ²⁵⁷	Not applicable. ²⁵⁸	Staff salaries and benefits only.	89 % ²⁵⁹
MnDOT Seeds Program	65	\$445,489 ²⁶⁰	\$60,421	\$7,008 ²⁶¹	\$3,357	Salary and benefits of program manager and operational costs such as supplies, etc.	86 %
MnDOT Urban Youth Corp²⁶²	11	\$111,105	\$30,365	\$10,100 ²⁶³	Not applicable.	Supervisory costs	100 % ²⁶⁴

²⁵⁵ Since the goal of the program is to improve the employability of youth through the provision of work experience and not placement, the cost per-placement is not applicable.

²⁵⁶ Because placement is not a program goal, this information is not applicable.

²⁵⁷ The cost per participant was determined by dividing the total cost of the program by the number of successful participants.

²⁵⁸ This information is not applicable because DNR Youth Programs lacks the capacity to provide job placement services.

²⁵⁹ The percentage is averaged across the four Youth Program components.

²⁶⁰ The largest cost of the program is student salaries.

²⁶¹ In calculating the cost per student and/or the placement cost they discounted student salaries because this is a cost MnDOT would incur anyway to get the work done. So the cost per student was calculated using the administrative costs only, as those costs exist because of the program.

²⁶² The program started May 1998, so this information is for the period of July 1, 1998 through June 31, 1999.

²⁶³ The cost per participant includes the cost of participants' salaries.

²⁶⁴ All of the participants completed their employment period with the program, and three went on to become trainees in the MnDOT Highway Maintenance Trainee Program.

Programs for Youth

Program Costs							
Agency Program	Number Served	Total Program Cost	Administrative Cost	Cost Per Participant	Cost Per Placement	Administrative Expenses	Successful Completion Rate
IRRRB Student Worker Internship Programs	70	\$530,000	Left blank.	\$7,571	Not applicable.	Salaries, training, associated taxes.	98 %
IRRRB Summer Youth Program (Community)	200 (est.)	\$200,000	\$0	\$1,000	Not applicable.	None. No administrative costs are covered. City shares in one-half of the cost of salaries.	100 %
MHFA Summer Youth Employment Program	65	\$50,000	\$0	\$769	Not applicable.	None. Administrative costs are absorbed by the agency.	100 % ²⁶⁵
U.S. DOL Hubert H. Humphrey Job Corps Center	425	\$6,000,000	\$1,357,000	\$19,000	\$20,000	All costs not directly related to service to students.	379 placed in jobs; 326 in full-time jobs; 242 completed their vocational training; 126 (of the 266 eligible) completed GED.

²⁶⁵ All of the 65 participants returned to school in the fall as full-time students.

Programs for Youth

Wage Outcomes								
Agency Program	At time of program completion, percentage of trainees with hourly wages :						Average hourly wage at placement	
	higher than \$13.25	\$9.76 to \$13.25	\$7.76 to \$9.75	\$6.51 to \$7.75	\$5.26 to \$6.50	lower than \$5.25	1996-97	1997-98
MDES Minnesota Youthbuild Program ²⁶⁶	4 %	30 %	25 %	20 %	21 %	0 %	\$8.20	\$8.20
MnDOT Seeds Program ²⁶⁷	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MnDOT Urban Youth Corps	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
U.S. DOL Hubert H. Humphrey Job Corps Center	1.1 %	13.5 %	28.5 %	24.9 %	25.5 %	6.5 %		\$7.71

This measure is not appropriate for most youth programs. Only those programs for which this measure is appropriate are listed above.

²⁶⁶ A significant disparity was found between metro and rural trainee wages. The majority of metro trainees obtained earnings of \$8.00 per hour or greater, while the majority of rural trainees obtained employment at less than \$6.50 per hour.

²⁶⁷ The wages of all participants upon program completion are not tracked. However, in FY 98 participants who were hired by MnDOT after completing the program were hired at an average salary of \$14.00 per hour.

Placement & Retention Rates

Agency Program	Participants with jobs immediately after program completion			Participants <u>without</u> jobs immediately after program completion		
	Percent with job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later	Percent <u>without</u> job immediately	Of those, percent with jobs 1 year later	Of those, percent with jobs 3 years later
MDES Minnesota Youthbuild Program²⁶⁸	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
MnDOT Seeds Program	100 %	100 %	83.3 %	Not applicable.	Not applicable.	Not applicable.
MnDOT Urban Youth Corp	Not available.	Not available.	Not available.	Not available.	Not available.	Not available.
U.S. DOL Hubert H. Humphrey Job Corps Center	90 %	Not available.	Not available.	10 %	Not available.	Not available.

This measure is not appropriate for most youth programs. Only those programs for which this measure is appropriate are listed above.

²⁶⁸ Using current survey methods, employment data cannot be broken down in this manner. However, the 1999 Youthbuild survey on long-term outcomes will attempt to include this information for future inquiries.

Programs for Youth

Earnings Gains					
Agency Program	Gain immediately after program completion	Gain 6 months after program completion	Gain 1 year after program completion	Gain 3 years after program completion	Were earnings gains compared to those of non-trainees?
MDES Minnesota Youthbuild Program	Not available. ²⁶⁹	Not available.	Not available.	Not available.	Analysis of this type has not been done.
MnDOT Seeds Program	\$3,549 quarterly gain	\$3,723 quarterly gain	\$17,786 annual gain	\$21,872 annual gain	None available.
MnDOT Urban Youth Corp	Not available.	Not available.	Not available.	Not available.	
U.S. DOL Hubert H. Humphrey Job Corps Center	Not available. ²⁷⁰	Not available.	Not available.	Not available.	

This measure is not appropriate for most youth programs. Only those programs for which this measure is appropriate are listed above.

²⁶⁹ Participants' SSNs are not available for this program. Current survey methods do not include this data at this time. However, the 1999 Youthbuild survey on long-term outcomes will attempt to include this information for future inquiries.

²⁷⁰ Program does not measure earnings gain, but does measure average starting wage. Ours was \$7.71 last program year. Most of our students have not previously earned a consistent wage.

Programs for Youth

Other Goals & Vendor Information

Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
CFL Agriculture Education Improvement Grant Program	Improvement of the program and curriculum at the schools that receive the grants.	56 schools.	The grantees have existing programs and instructors who provide the instruction, thus most are not likely to use outside vendors.	Grantees complete a final report, and some site visits are done.
CFL Carl Perkins Vocational & Applied Technical (Secondary Education) Program	Minnesota has established a unified state plan that contains a wide range of goals. One of the important goals of that plan is to encourage a stronger partnership between secondary and post-secondary vocational technical education, including credit transfer for participating students. One of the objectives requires states to use 10 % of the funds to achieve and improve efforts to link secondary and post-secondary vocational education. Base-line data will be established to determine progress in achievement of this goal.	49 consortia or independent districts.	The vendors used include independent school districts, a consortium of school districts, cooperative vocational centers, and intermediate school districts.	Each year districts/ consortia submit a plan to CFL. CFL coordinates a peer review process, whereby a representative from each site presents their plan's site, and their peers critique and provide suggestions. CFL requires that consortia provide an annual report, with information on each individual district. CFL is also setting up a program-assessment process, including a self-assessment instrument that relates to both the federally- and state-defined standards. CFL also plans to do on-site evaluations every few years.
CFL Employer Rebate Program		Approximately 200 for the first (partial) year.	School districts. Students participate in an internship or apprenticeship coordinated by licensed staff in a secondary school.	Not available.
CFL School-to-Work Project for Cities of First Class Program	None.	One vendor with multiple operating sites.	Hennepin County in partnership with Minneapolis School District, organized labor and employers.	Review quarterly reports to determine if vendor is addressing the specifics of the application.
CFL Secondary Career & Technical Categorical Aid Program	Career and technical programs are a necessary component for the state's school-to-work initiative to be successful.	301 of 353 independent school districts.	Most of Minnesota's K-12 school districts provide opportunities for vocational technical education funded with this categorical aid. For FY 98 school year, 301 independent school districts provided career and technical education programs, individually or through Joint Powers. These districts may also receive some services from Joint Powers Cooperatives, Education Districts, and Intermediate Districts.	Career and technical program approval must be on file at CFL. Civil rights (MINCRIS) data is collected annually on participants. Financial data is collected semi-annually. State Board of Education approved performance standards are tied to a required statement of assurances.
CFL Transition Program for Children with Disabilities	This program provides job skill preparation for learners with disabilities as mandated by the federal Individuals with Disabilities Education Act	Not applicable.	Not applicable.	Not applicable.

Programs for Youth

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
	(IDEA) Transition program.			
CFL Youth Apprenticeship Program	Additional skill preparation and career development opportunities occur simultaneously at secondary and post-secondary schools. Follow-up study needed to provide data for effectiveness of program.	Approximately 100 learners involved.	After the program is established within the school district, the training will be provided by businesses including printing, carpentry, culinary arts, machinists / manufacturing, automotive, and others. Additional skill preparation and career development opportunities occur simultaneously at secondary and post-secondary schools.	CFL is the certifying agency responsible for program and standards approval for apprenticeship programs. Other funding is used for this.
CFL Youth Entrepreneurship Grants Program	The program promotes entrepreneurship education as an important component in the overall education of youth and effectively demonstrates the integration of a variety of subject areas under the Minnesota Graduation Standards.	25	Local school districts, community-based organizations, and school-to-work partnerships.	Not applicable at this time.
MDES JTPA Title IIB Summer Youth Employment & Training Program	The Private Sector Internship program, operated by the City of St. Paul, complements the public sector efforts funded under JTPA.	17	MDES contracts with 17 Service Delivery Areas/Workforce Councils to provide employment and training services throughout Minnesota. The 17 SDA/WFCs may subcontract with other vendors such as community-based organizations, cities, and counties.	On-site monitoring is used to evaluate the compliance of program grantees and subgrantees and program operators' performance with regard to program purpose, goals and objectives. Other evaluation methods include questionnaires to youth, parents, and employers regarding the effectiveness of the services received as a result of participation.
MDES JTPA Title IIC Youth Training Program	The program strives to continue to provide quality services to the small number of eligible youth who can be served with available funding. Since 1993, federal funding for this program has been reduced by 83 %. With current funding levels, only approximately 2 % of the eligible population can be served.	17	MDES contracts with 17 Service Delivery Areas/Workforce Councils to provide employment and training services throughout Minnesota. The 17 SDA/WFCs may subcontract with other vendors such as community-based organizations, cities, and counties.	On-site monitoring is used to evaluate the compliance of program grantees and subgrantees and program operators' performance with regard to program purpose, goals and objectives. Other evaluation methods include questionnaires to youth, parents, and employers regarding the effectiveness of the services received as a result of participation.
MDES Minnesota Youth Program	The Private Sector Internship Program, operated by the City of St. Paul, complements the public sector efforts funded through JTPA and the Minnesota Youth Program.	17	MDES contracts with 17 Service Delivery Areas/Workforce Councils to provide employment and training services throughout Minnesota. The 17 SDA/WFCs may subcontract with other vendors such as community-based organizations, cities, and counties.	On-site monitoring is used to evaluate the compliance of program grantees and subgrantees and program operators' performance with regard to program purpose, goals and objectives. Other evaluation methods include questionnaires to youth, parents, and employers

Programs for Youth

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
				regarding the effectiveness of the services received as a result of participation. Youth Evaluation Teams are established by each SDA/Workforce Council to evaluate the impact of the MYP on participating youth and the community, and furthers our approach of identifying youth as resources. Desk reviews occur monthly on financial data and participant data.
MDES Minnesota Youthbuild Program	Follow up data collected in 1997 indicates that 70 percent of all participants went on to obtain their high school diploma or GED. A quarter went on to technical and vocational schools, colleges, and other post-secondary institutions. Participants also gained increased skills in leadership development, self-esteem, and reduction in negative behaviors and attitudes regarding work, school, and social interactions. In addition, nearly 40,000 community service hours were logged by Youthbuild participants outside of their work on the construction site during the past year. Last year, 70 Youthbuild participants provided restitution to crime victims and of the 217 Youthbuilders with previous criminal involvement, less than 2% have re-offended. In addition, one hundred and ninety (190) units of affordable housing were made available to 300 homeless, battered women and children, and low-income persons during the past year.	12	Four JTPA Service Delivery Areas (SDA's), one community action agency, and seven additional community-based nonprofit organizations. Vendors are selected on a competitive basis through a Request for Proposals (RFP) process.	Ongoing vendor effectiveness is evaluated through on-site monitoring, progress reports submitted by vendors on a regular basis, and participant follow-up studies.
MDH Summer Health Care Internship Program	To assist health care facilities with funding for summer help. The program encourages facilities to hire students from within their local community to help build community relations.	39	Thirty nine hospitals and health care clinics.	Follow up with vendors to ensure that students receive an orientation of the facility and some opportunity to "shadow" health care professionals in the facility. Also look at job descriptions to determine that students' responsibilities are health care relate, not general work such as lawn maintenance.
DNR	Youth Programs did not	6	Minnesota DNR; Minnesota Department of Employee	Pen and paper evaluations have been routinely collected from

Programs for Youth

Other Goals & Vendor Information				
Agency Program	Other Program Goals	Number of employment & training vendors used	Types of vendors used	Methods used to evaluate vendor effectiveness
DNR Youth Programs	develop other goals.		Relations; Central Lakes Community College; University of Minnesota Humphrey Institute of Public Affairs; Minnesota Commission on National and Community Service; Minnesota Department of CFL.	members to gauge their satisfaction with vendor trainers.
MnDOT Seeds Program	Seeds is an excellent and successful program. It should serve as a model student worker training program for all agencies. Future considerations may include operating the program out of a central agency with site coordinators at each agency. This would maximize the training and recruitment opportunities for students.		MnDOT provided OJT training, while academic training was provided by whatever high schools, community organizations, colleges, universities and other post-secondary training programs the participants attended.	
MnDOT Urban Youth Corp	Left blank.	None.	MnDOT staff does all training.	Not applicable.
IRRRB Student Worker Internship Programs	Left blank.	Left blank.	Vendors include MDES, College system.	Left blank.
IRRRB Summer Youth Program (Community)	Left blank.	Not applicable.	Not applicable.	Not applicable.
MHFA Summer Youth Employment Program	None.	Not applicable.	Not applicable.	Not applicable.
U.S. DOL Hubert H. Humphrey Job Corps Center	<p>75 % of all graduates earn \$8.00 per hour -- full-time jobs currently 75 %.</p> <p>Involve employers in Job Corps – the Humphrey Center has working relationships with over 50 employers.</p> <p>Integrate school-to-work principles in our everyday operations – no real measure.</p> <p>50 % of all students do volunteer work -- last year 75 % did so.</p>	4	<p>Three area technical school / community colleges.</p> <p>Prime contractor - Vinnell Corporation contracts with DOL to run the Humphrey Job Corps Center.</p>	The U.S. Department of Labor has established a performance management system that has two components: an Outcome Measurement System (OMS) and a Quality Measurement System. The Humphrey Center has significantly exceeded the standards in both areas for years, and in 1997, was named one of six (out of 120) Outstanding Job Corps Centers.

Appendix A: Programs, by Agency

Department of Children, Families & Learning

Adult Basic Education Program
Agriculture Education Improvement Grant Program
Carl Perkins Vocational & Applied Technology (Secondary Education) Program
Employer Rebate Program
School-to-Work Project for Cities of First Class Program
Secondary Career & Technical Categorical Aid Program
Transition Program for Children with Disabilities
Youth Apprenticeship Program
Youth Entrepreneurship Grants Program
Youth Works*AmeriCorps Program

Department of Corrections

Minnesota Correctional Facility - St. Cloud Vocational Training Programs

Department of Economic Security

Alien Labor Certification Program
Dislocated Worker Pilot Program
Dislocated Worker Program
Displaced Homemaker Program
Enterprise Zone Job Creation Incentive Grants Program
Extended Employment Program - Basic Funding
Extended Employment Program - Coordinated Employability Projects
Extended Employment Program - MN Employment Center for People who are Deaf or Hard of Hearing
Job Service Program
JTPA Title II - A 5% Older Worker Program
JTPA Title II - A 8% Education Coordination Program
JTPA Title II - A Training Services for Disadvantaged Adults
JTPA Title II - B Summer Youth Employment & Training Program
JTPA Title II - C Youth Training Program
Minnesota Opportunities Industrialization Centers
Minnesota Youth Program
Minnesota Youthbuild Program
Senior Community Service Employment Program
State JTPA Supplemental Program
Trade Readjustment Act / NAFTA Program
Veterans Services Program
Vocational Rehabilitation Program (Rehabilitation Services)
Vocational Rehabilitation Program (State Services for the Blind)
Welfare-to-Work Program
Work Opportunity Tax Credit Program

Department of Health

Collaborative Rural Nurse Practitioner Program
Summer Health Care Internship Program

Department of Human Services

Day Training and Habilitation Program
Food Stamp Employment and Training Program
Minnesota Family Investment Program (MFIP) Employment Services Program
Refugee Self-Sufficiency Program

Department of Labor & Industry

Apprenticeship Training Program
LEAP Apprenticeship Program
Vocational Rehabilitation Program

Department of Military Affairs

"Soft Skills" Program at Camp Ripley

Department of Natural Resources

DNR Youth Programs

Department of Revenue

Twin Cities Rise! Tax Credit Program

Department of Trade and Economic Development

Partnership - Minnesota Job Skills Partnership
Pathways - Minnesota Job Skills Partnership Program
Women Venture Non-Traditional Employment Program

Department of Transportation

Highway Maintenance Worker Trainee Program
MnDOT On-the-Job Training Program
Seeds Program
Urban Youth Corp

Iron Range Resources & Rehabilitation Board

Student Worker Internship Programs
Summer Youth Program (Community)

Minnesota Housing Finance Agency

Summer Youth Employment Program

Minnesota State Colleges and Universities

MnSCU College and University Programs
MnSCU Customized Training Program

U.S. Department of Housing and Urban Development

Jobs-Plus Community Revitalization Initiative Program
Special Employment Program at Housing & Redevelopment Authorities
Step-Up Program
Youthbuild (not the same as MDES Youthbuild)

U.S. Department of Labor

Green Thumb - Older Worker Program
Hubert H. Humphrey Job Corps Center
JTPA Indian & Native American Employment & Training Program
Migrant and Seasonal Farmworkers Program
National Indian Council on Aging - Older Worker Program
National Senior Citizen Education & Research Center - Senior AIDES Program
National Urban League - Older Worker Program
United States Forest Service - Older Worker Program
Welfare-to-Work Indian & Native American Program

U.S. Department of Veterans Affairs

Dependents Education Assistance - Chapter 35
Montgomery G.I. Bill - Active Duty
Montgomery G.I. Bill - Selective Reserve
Vocational Rehabilitation and Counseling Program

Appendix B: Minnesota Session Laws, Chapter 138

Key: **language to be deleted**...new language.

CHAPTER 138-H.F.No. 1051

An act relating to employment; requiring the commissioner of economic security to collect certain information about employment and training programs.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF MINNESOTA:

Section 1. [PROGRAM REPORTING.]

By January 31, 2000, the commissioner of economic security shall collect the following information regarding each employment and training program funded wholly or partly with state or federal funds, and, in conjunction with the governor's workforce development council, shall report the results to the legislature:

(1) a brief description of the program, including a mission statement, a list of goals, and information on services provided by the organization;

(2) a brief statement that demonstrates the need for the program (e.g., the program serves a targeted population with needs unmet by other employment and training organizations, or provides services in an area with high unemployment rates and poor access to other training organizations);

(3) the number of participants served in a year and the percentage that successfully complete the program;

(4) the per participant cost, per placement cost, annual total cost of the program, and annual administrative cost. The cost information must be for the most recent year of operation, and must include an explanation of what expenses are being characterized by each program as administrative costs;

(5) a list of all state and federal funding sources including the amount awarded and the name of the government agency;

(6) the percentage of trainees with earnings in the following categories: (i) \$13.26 per hour and above; (ii) from \$9.76 per hour to \$13.25 per hour; (iii) from \$7.76 per hour to

\$9.75 per hour; (iv) from \$6.51 per hour to \$7.75 per hour; (v) from \$5.26 per hour to \$6.50 per hour; and (vi) \$5.25 per hour and below. The department must tabulate data from the most recent year of operation;

(7) the percentage of participants who find jobs immediately after program completion, and the percentage of those participants who retain jobs for one year after program completion and three years after program completion;

(8) the percentage of participants who do not find jobs immediately after program completion, and the percentage of those participants who have jobs one year after program completion and three years after program completion;

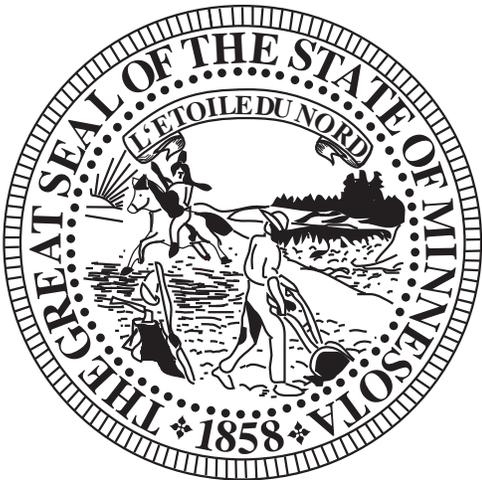
(9) the average gain in earnings immediately after program completion, six months after program completion, one year after program completion, and three years after program completion, including any comparative data the organization may have regarding differences between individuals who did and did not receive training;

(10) descriptions of any other goals, including community and business-oriented matters, that the organization pursues, along with any supporting data the organization has to measure its success in achieving these goals, including any comparative data the organization may have regarding differences between individuals who did and did not receive training; and

(11) the number and types of employment and training vendors used in the program and the method used by the program to evaluate the vendors' effectiveness.

Presented to the governor May 6, 1999

Signed by the governor May 10, 1999, 1:07 p.m.



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This publication is available in alternate formats upon request.

Minnesota Department of Economic Security