

Local Planning Guidance

For Minnesota's

INTEGRATED LOCAL WORKFORCE INVESTMENT SYSTEM

Program Year 2007

– Submitted by –
Workforce Investment Board

Name: Minneapolis Private Industry/Workforce Council, WSA # 10

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Background and Instructions

The Minnesota Department of Employment and Economic Development (DEED) issues this local planning guidance for the local workforce investment system to local workforce investment boards for the year running from July 1, 2006 to June 30, 2007 (Program Year 2006). (Note that planning guidance for the Youth programs has already been issued separately.)

This planning guidance calls for local workforce investment boards (WIBs) to submit unified plans describing how their local workforce investment systems will respond to the needs of regional labor markets. These plans must incorporate the input of **all** of the core partners of the local workforce investment system that, at a minimum, include partners representing Workforce Investment Act (WIA) Title I-B (Adult, Dislocated Worker and Youth), Title III (Business Services, Job Seeker Services, and Veterans), and Title IV (Vocational Rehabilitation delivered by Rehabilitation Services and State Services for the Blind). While this local planning guidance meets the planning requirements of WIA Adult and Dislocated Worker programs, submitted local plans must reflect all system partners.

This planning guidance is designed to advance the thinking of Minnesota's Workforce Development System as a demand-driven integrated one-stop delivery system. The system will provide a trained labor force meeting the needs of high growth/high wage industries and/or occupations, of occupations with high demand, and of occupations with well defined career ladders. DEED'S mission is to support the economic success of individuals, businesses and communities by improving opportunities for growth. The questions and forms contained herein are intended to help WIBs to examine how they fit into this mission and to evaluate the effectiveness and efficiency of their activities and program delivery. This examination will allow WIBs to determine whether appropriate changes need to be made in their areas.

Local WIBs have direct control over some financial resources in the local workforce investment system and play a coordinating role over others at the local level. This local plan is to reflect how the local WIB sees all resources contributing toward local needs and thus reflects a document that provides local planning around resources under direct state control. Program and budget forms are more detailed than in the past. More information is being requested on how certain categories of activities are being funded both on the grantee and subgrantee levels. These increased requirements will help the WIB and local and state staffs to determine the financial viability of various aspects of the Workforce Development System.

All local WIBs in Minnesota must submit a local unified plan that responds to this planning guidance and that includes the budget, participant activity, and performance standard forms at the end of this document. Program-specific information contained in this plan will form the basis of program monitoring by DEED and WIBs assessment of its own effectiveness.

Much of the information requested in this planning guidance already exists within local partnerships or is readily available from resources identified in this document. If information submitted in previous local plans remains current and relevant to this

planning guidance, the local WIBs may resubmit this information in the context of their plan for Program Year 2006.

Please note that services originally categorized as Core II are now being defined as being under the Intensive category. The point of registration into Workforce One has been shifted from Core II to Intensive.

In order to assist local areas in writing their plans, two Technical Assistance Workshops will be held. Additional information regarding these workshops will be forthcoming. Electronic technical assistance regarding the use of this guide and associated budget worksheets is to be addressed to Kyle Temme at 651-284-3400). If Kyle is not available, contact Shelley Landgraf at 651-282-6923.

Local plans, budget worksheets, and electronic attachments are to be submitted by electronic mail to:

Kyle Temme at Kyle.Temme@state.mn.us.

To assure that funding may be distributed on July 1, 2006, these submittals **must be submitted to DEED no later than May 31, 2006**. If extenuating local circumstances make the May 31, 2006 deadline unworkable, DEED will consider an extension. Local workforce investment board chairs should contact:

Peggie Hicks at Peggie.Hicks@state.mn.us or 651-297-2437 with information on why an extension is needed and the duration of the requested extension. No request for an extension will be approved after May 1, 2006.

In addition, please submit, by May 31, 2006, **three (3)** copies of the signature page, each containing the original signatures of the chief elected official and the chair of the local Workforce Investment Board, and Affidavit of Publication proof that the plan was submitted for public comment to: (Additional documentation or attachments should also be included.)

Kyle Temme
Minnesota Department of Employment and Economic Development
Workforce Development Division – Location #036
1st National Bank Building, 332 Minnesota Street, Suite E200
St. Paul, Minnesota 55101

A local plan review team, composed of staff from DEED and from local partners, will approve local plans that are consistent with the federal and state rules and regulations governing Minnesota's workforce investment system and the policy directions outlined in Minnesota's WIA Unified Plan, and the WorkForce Center Business Plan developed by the Governor's WorkForce Development Council (available at www.gwdc.org/pubs). The local plan review team may ask the local WIB for clarifications. Local area plans will be reviewed no later than **June 30, 2006**.

For questions about the planning process, please contact:

Larry Eisenstadt at Larry.Eisenstadt@state.mn.us or 651-296-6073

Or

Peggie Hicks at Peggie.Hicks@state.mn.us or 651-297-2437.

Planning Timetable

February 21, 2006:	Planning Guidelines Presented to Internal DEED Working Group.
February 23, 2006:	Planning Guidelines Presented to Minnesota WorkForce Council Association(MWCA); Ten Day Comment Period on Guidelines Begins.
March 10, 2006:	Ten Day Comment Period Ends. MWCA presents comments on Guidelines to DEED.
Week of March 20, 2006:	Final Planning Guidelines Issued.
Early April, 2006:	WIA and Wagner-Peyser Allocations Issued to the State.
Early April, 2006:	WSA WIA Allocations Issued.
April 10, 2006: (tentative)	Technical Assistance Workshop.
April 12, 2006: (tentative)	Technical Assistance Workshop.
May 31, 2006:	Local Plans are due at DEED; Beginning of 30 Day Public Comment Period (evidenced by submittal of Affidavit of Publication).
June 30, 2006:	End of 30 Day Public Comment Period; Submittal of Comments and System Responses to DEED.
June 30, 2006:	Approval of Local Plans.
July 1, 2006:	Beginning of PY 2006.
Mid July:	Final allocations expected for Wagner-Peyser and WIA.

I. Vision

- A. What is the local workforce investment board's (WIB) vision for a **demand-driven** integrated one-stop delivery system? (Note: (1) The definition of a "system" is to be determined locally. (2) A vision provides a hoped-for goal, the accomplishment of which is the mission of the organization. The vision does NOT mention specific programs/services but provides an overall direction in which the organization is to be heading.)

The City of Minneapolis Employment and Training Program is dedicated to effectively serving the diversity of individual and employer needs in the area. The Minneapolis Private Industry/Workforce Council (PI/WC) has a vision of providing effective employment services and resources to businesses and job seekers to improve the local/regional economy. They have done this through the belief that workforce development *is* economic development, a partnership exemplified through the melding of Community Planning and Economic Development (CPED) and the Minneapolis Employment and Training Program (METP).

Historically, the PI/WC has engaged in establishing industry sector approaches by supporting short term training in demand industries. For example, community Employment Services providers such as Goodwill/EasterSeals have offered short term training in high demand areas such as Banking and Transportation. This approach has been successful for both the students and sponsoring employers, resulting in job ready participants being immediately placed in jobs with good wages. Therefore, the vision of establishing a demand-driven system can be realized as the current employment services structure exists to support this system. The Business Outreach Plan will assist in connecting the dots to make sure the system thrives.

In 2005, this demand driven system was formalized through the PI/WC, and the business services component was structured through the development of a Business Outreach Plan. Kyle Uphoff, Labor Market Analyst for DEED, had analyzed the local labor market data and determined that areas should be targeted in the demand driven system. Through the use of quantitative data including employment size, recent and projected growth trends, wage and relative competitiveness, scores were weighted and five broad industry sectors were identified. Detailed information can be found in the document "Key Industries, Key Occupations, Key Skills: Targeting Workforce Priorities in the Twin Cities" (**See the updated report completed by Rachel Hillman on May 1, 2007 attached to the revised WIA Plan.**) Briefly, these occupational areas are

- Healthcare
- Finance and Insurance
- Professional and Technical
- Transportation
- High Tech Manufacturing

The PI/WC added another area, - that of Construction – due to the high demand documented in the City of Minneapolis, and the corresponding high wage inherent in the industry. The PI/WC has approved that training be focused on these six high demand areas. They believe that this demand driven system addresses both a focus on high-growth, high demand industries and occupations and, at the same time, the inclusion of the needs and interests of all area employers and workers to whom it is responsible.

(NOTE: Responses to questions B, C, and D are to align with the Vision statement and with the local Business Outreach Plan. The local area Business Service Manager is to be consulted in this effort.

- B.** Given what is known about the region’s (please define the geography) economy and labor force, (including the distinguishing and priority industries, growing occupations, key skills required by employers, demographics of the workforce, and skills gap all identified in last year’s Regional Profile), what are the ramifications for the region’s workforce development system?

The region of the City of Minneapolis is comprised of largely urban, diverse population with a great number of employers and a multitude of industries. Poverty is concentrated in Minneapolis, and further concentrated in particular neighborhoods and populations. Compared to the state as a whole, Minneapolis continues to have disproportionately higher numbers of economically disadvantaged persons, persons of color who are economically disadvantaged, high-school dropouts, persons with basic skills deficiencies, persons with limited English, offenders, and welfare recipients.

What has been changing very significantly since 2000 are the worsened economic and labor market conditions that have characterized the intervening years – an extended recession and very slow “job loss recovery”, the disappearance of the “worker shortages” of the pre-recession years, a softening of the upward pressure on wages that was characteristic of the past period of worker shortage, reduced job opening numbers and increased competition for available openings (especially those for jobs that pay living wages and benefits, or provide comparable opportunities for dislocated workers), longer periods of time in job search requiring longer periods of service support, increased tuition and other service costs coupled with limited or level funding for needed services in times of need.

In general, job seekers in the Minneapolis workforce investment system continue to need intensive and extensive assistance with assessment, career planning, and job search strategies in order to market their skills and potential successfully and obtain and retain employment. Coupled with these needs are needs for training to improve basic skills, including English skills and computer skills; to update skills and credentials to meet current screening requirements; to shift focus and transfer skills to occupations and industries where demand exists and is projected to continue; and to train for occupations that are in demand. Service providers in Minneapolis continue to see significant numbers of dislocated workers, including many with multiple barriers to reemployment that often require extensive, and, often, expensive, services to resolve. And,

given that the last hired are often the first to be laid off, all too many workers have been dislocated more than once and are increasingly challenged by the continued churning in the labor market that forces workers to change jobs more and more often over the course of their working lives.

The key industries that have been identified the PI/WC in the demand-driven system are the areas that training will be focused. The Business Outreach Plan is strategically developed to connect and provide linkages from the key occupations to qualified potential candidates.

The shift to demand driven system has focused on providing training, job development and placement efforts in these key occupations. The employment services providers and Workforce Center System are engaging in targeting recruitment in these areas. The PI/WC's business outreach efforts are linking with employers in these demand occupations.

In addition, there is a concerted attempt to insure that there is oversight in the area of Workforce Development, ensuring consistency in the advancement of current and upcoming initiatives. There are two levels of oversight, one on the macro/regional level and one on the micro/local level. These two systems are interconnected and there is cross-pollination between the two.

1) Regional Collaboration

- **Minneapolis Private Industry/Workforce Council**. This group provides strategic guidance and oversight for the broad partnerships that make up the local workforce development system – a “one-stop” service delivery system for area job seekers and employers. Decisions that affect the region are made through this body.
- **Greater Metropolitan Workforce Council (Metro WIB)**. This group convenes partners and promotes collaboration within each of the six metro Workforce Service Areas (WSA's) and the Employer Services Partnership (ESP). It improves regional service delivery through relationships, and development of agreements and plans for delivering coordinated services among workforce service providers, educational institutions, employers and other stakeholders.
- **Metro Planners** - The Metro Planners have collaborated in providing a region wide approach. Working collaboratively will provide a positive impact on the citizens of the Twin Cities. City residents and workers dislocated from City businesses tend to live or spend or find their next jobs all across the metro area. With all of the metro partners working together in workforce development, this coordinated effort has positively contributed to the regional economy.

2) Local Workforce Coordination

- **West Metro Steering Committee** - Management committee with representatives of the Workforce Service Area, Rehabilitation Services, State Services for the Blind, and Job Service.

- **Private Industry/Workforce Council (PI/WC) Adult Committee** - Committee of the Minneapolis PI/WC that provides local oversight for the Adult Programs (WIA, CDBG, EZ) and Business Services.
- **Dislocated Worker Task Force Committee** - Committee of the Minneapolis Private Industry/Workforce Council that provides local oversight in the Dislocated Worker Programs administered by the City of Minneapolis. This task force also includes the employment and training providers who deliver services.
- **Youth Council**
The Minneapolis Youth Council, which is a sub-committee of the Minneapolis Private Industry Workforce Council, is made up of community members that actively support, direct, and coordinate a variety of federal, state, and local resources appropriated to Minneapolis youth programs. Their mission is to provide leadership in the areas of youth development in order to improve older and younger youth educational attainment and employment opportunities.
- **Neighborhood Employment Network (NET)** The shift to a demand driven system has been coordinated and implemented at this level. The NET is one of the communication tools used to disseminates job leads and training opportunities to local employment services providers.
- **Minneapolis Business Services Committee**

What priorities and initiatives will the local workforce investment system undertake to respond to local economic needs over the next 12 to 24 months?

The PI/WC's Business Services Outreach Plan articulates the process by which DEED and the PI/WC will approach priority industries. This approach will provide consistency in the communication and services provided to the employers. This includes assessment of business needs, provision of workforce development services, and providing service delivery to the employer. Other activities that the plan responds to includes recruitment, training, retention, expansion, financing.

Communication of business services activity will be provided to Workforce Center counselors and employment services providers. Reporting of the activity will be central to insuring that accurate communication is disseminated to all stakeholders.

In addition, the City of Minneapolis, along with the other metro counties, is prepared to respond with to specific projects as the need arises. For instance, large plant closings, such as the Ford Plant, will be dealt with in a

coordinated effort with the metro counties.

- C. What do the economic development organizations in the labor market region (please define the geography) identify as the area's economic development goals for attracting, retaining and growing business and industry?

In the City of Minneapolis, defined as the area within the City boundaries, the economic development goals revolve around helping business grow and prosper. Indeed, the Business Services Initiative asks the question "how can we help businesses grow and prosper?" Our workforce goals, which complement those of economic development, seek to train, place and retain workers in high growth, high wage jobs. Our workforce goals include placement of workers in living wage jobs and a preference for Minneapolis residency.

The Community Planning and Economic Development's (CPED) mission statement and business plan have been adopted by the Minneapolis City Council and Mayor.

CPED's Mission is: To promote and advance the City's Planning and community development goals through strategic partnerships and responsible management of resources, and to support the public interest through implementation of the City's plans and priorities.

CPED's Business Plans includes the following business lines and goals:

Economic development facilitates business retention, expansion, creation and attraction in all neighborhoods, including downtown, by providing financing, programmatic and real estate development and expansion tools, as well administering the Minneapolis Empowerment Zone.

Workforce Development manages a network that identifies and prepares Minneapolis for living wage job opportunities and builds partnerships to improve career opportunities in the City.

Development services administer, interpret, and enforce the zoning code, land subdivision regulations, and heritage preservation regulations and also conduct environmental reviews as required by law.

In 2006, CPED's business plan included these key initiatives:

- Improving transportation and transit connections and infrastructure
- Closing the unemployment gap
- Increasing choices along the housing continuum
- Enhancing neighborhood livability by reducing crime, promoting good urban design and increasing amenities.

How does the local workforce development vision support these regional economic development goals?

The PI/WC's vision is providing effective employment services and resources

to businesses and job seekers to improve the local/regional economy. Linking economic development with workforce development has been successful in making this vision a reality. Therefore, the use of business services which addresses and supports economic development to enhance and promote workforce development is a “makes sense” proposition.

How does the local system deploy the resources under the system’s control in order to meet these regional economic goals?

The Employment Services Providers have enrollment and placement goals for WIA participants. The PI/WC will provide funding for these programs to assist job seekers in obtaining training and placement in high growth, high wage occupations. This supports CPED’s initiative to “close the unemployment gap” between the City and suburban market region. The Business Services group will provide services to businesses that insure their continued growth and prosperity. In particular, the Minneapolis Workforce system seeks to provide services to business in transportation corridors thereby supporting CPED’s initiative to improve transportation, transit connections and infrastructure.

D. What high-growth and high-wage industries, demand driven occupations, and/or career laddering occupations are being targeted for services in the WorkForce Service Area (WSA)(1)?

Reference Attachment C

The occupations/training areas identified are in the following industry sectors: Healthcare, Finance and Insurance, Professional and Technical, Transportation, High Tech Manufacturing and Construction-related. (See report that was attached to the 2005 Plan) Note that the attachment does not include construction-related occupations: That industry sector was added by the PI/WC. We have arranged with Rachel Hillman, Regional Labor Market Analyst for the Twin Cities, to automatically send a report to our WSA on a semi-annual basis when the Occupation in Demand data are updated.

In addition, our business services partners are actively seeking job openings and making industry contacts in high growth high demand occupations. This is also discussed in the business services section of this plan.

What strategies and/or policies has the local workforce development system adopted to target these industries and/or occupations?

The Minneapolis Private Industry/Workforce Council (PI/WC) has indicated that training of clients is to be focused in high demand, high growth occupations.

E. Describe the WIB’s strategies to coordinate a systemic approach to developing a skilled regional workforce by involving economic development, education, faith and community-based organizations.

The Employment Services system in the City of Minneapolis is comprised of community based providers who serve a culturally diverse population. These

(1) The definition of “high-growth and high wage industries, demand driven occupations, and/or career laddering occupations” is given in Attachment D.

organizations have historically collaborated with economic development, education and faith-based stakeholders in the community. The PI/WC supports the collaboration efforts of these agencies and is represented in the membership of these committees. The following table represents local advisory/steering committees which the PI/WC has representation.

Briefly describe each entity, the common goals that guide the coordination, and the

Organization Name/City	Type of Organization (Faith Based, Communal)	Common Goals	Organizational Contribution
Teen Parent Connection	Interagency – collaborative partnership among schools, service providers, communities, teen parents & local government	Share ideas about how to connect teen parents and their children with services and support	Monthly meetings – Effort of entire membership to market available services to teen parents.
Construction Partnering Program	Collaborative partnership among majority and minority construction firms, Construction Industry Associations, MEDA, both Minneapolis and St. Paul Economic Development Agencies.	To develop competitive self-sufficient women and ethnic minority general contractors by creating partnerships between them and majority general contractors	The METP Business and Special Projects Coordinator attends monthly meetings and arranges meetings on the Construction site of Minneapolis construction projects.
Construction Advisory Committee	Collaborative partnership among Minneapolis Public School Educators, City development agencies, (Including CPED) Construction Trade Associations and Labor Unions, Workforce providers, and neighborhood non-profit job bank organizations.	The main objective of this program is to expose young people to the building trades as a viable career option. The Minneapolis Public Schools currently has two construction programs in North and Roosevelt High Schools. One of the programs goals is to establish articulation agreements with local technical colleges and union apprenticeships.	Attend meetings on at least a quarterly basis. CPED has also encouraged developers that propose projects in Minneapolis to contribute time, staff, and materials to these construction classes. (Ryan Companies, the developer of the Midtown Exchange Project, has contributed building materials and staff for presentations to these classes beginning in Fall of 2004 and continuing to the present.
CTIC – Community Transition Interagency Committee	Collaborative partnership among agencies to support youth with disabilities.	Act as resource to each other in common/ shared goals.	Monthly meetings and ongoing efforts to assist parents and youth.
Mpls SLC- Minneapolis Schools Small Learning Communities	Collaborative between school partners and private sector partners.	Common goals of helping youth explore possible career paths.	Meetings, some financial support, etc.
Project C3 Steering Committee	Partnership of intermediary, state and local entities	Bridge forces in an effort to increase the capacity of youth with disabilities to transition to post secondary or work successfully.	Monthly meetings, joint training efforts.

contributions of each organization. *(Add additional rows as needed.)*

FATHER Project – Goodwill/Easter Seals	A collaborative among employment and training partners, local child support and other social service providers.	The goal of the Project is to help low-income non-custodial fathers achieve self-sufficiency and support their children and families.	Advisory Committee meetings quarterly.
Career Launch! Advisory Committee	Department of Labor funded Project with MCTC, Minneapolis ABE, Hispanic Chamber of Commerce and City of Minneapolis – Employment and Training as Project Partners	The goal is to improve the skills of individuals with limited English proficiency.	Quarterly Advisory Committee meetings
Center for Families Advisory Committee- Greater Minneapolis Council of Churches	Faith Based	The goal is to support the mission of the Center for Families and actively work to ensure its success in the community. The Advisory Committee will partner with the Center for Families to advise and offer ideas on programmatic and cross-cultural concerns of the Center.	Attend Advisory Committee meetings every other month.

II. Local Governance

- A.** Please complete **Attachment A**, “Workforce Investment Board/ Council Membership List” and provide current contact information for the members of the local workforce investment board, including any vacancies, and the organizations that are represented on the board. **Please** indicate whether the business representatives come from “targeted high-growth/high wage” industries, and/or provide demand driven occupations, and/or provide career laddering occupations. (See either Minnesota Statute. §116L.666, Subdivision 3 or the Workforce Investment Act for required composition.)

Reference Attachment A

- B.** Is there is a revised joint powers agreement since last year’s plan submittal? If so, please submit it, and the signature pages, with this plan.

No Change Change

Description of change:

- C.** If the Memorandum of Understanding as described in the Workforce Investment Act has changed since last year’s plan submittal, please submit it, along with signature pages, with this plan.(2)

No Change Change

Description of change:

(2) For more information on Memoranda of Understanding (MOUs), including a MOU template, see: www.deed.state.mn.us/wia/mou.htm .

III. Operations

Accessibility

- A. Have there been any changes or enhancements in service accessibility within your workforce development programs in the last year?

No _____ Yes X

If there was a change, please explain the improvements. Please discuss accessibility for individuals with disabilities, for people with limited English proficiency, for various racial and ethnic groups, and for different age groups.

The City of Minneapolis has strongly committed to making City services and information about those services available to everyone, regardless of language barriers. This commitment stems from overall city goals of responsive government, community engagement, and customer service. As residents, worker or visitors who contribute to city life, people with limited English proficiency (LEP) are entitled to fair and equal access to service.

The City of Minneapolis and its departments are required by federal law to plan and provide meaningful access to services for those with limited English proficiency. Title VI of the Civil Rights Act of 1964 and related federal regulations, state law and municipal ordinances apply to all city department and contracted vendors.

In November 2003, the City Council passed a resolution approving the creation of a citywide Limited English Proficiency Plan, to give specific direction to staff about how to make city services accessible to those who speak limited English. The plan is a result of months of planning, consultation and review of legal mandates, and LEP plans created by other cities and counties. The complete (84 page) text of the plan is available from a link at <http://www.ci.minneapolis.mn.us/civil-rights/LEP-Policy.asp>.

Minneapolis Employment and Training Program (METP) is part of the Community Planning and Economic Development (CPED) department. CPED developed a department plan which also governs METP in August of 2005 and it was included in CPED's 2006-2010 Business Plan.

This LEP plan covers six key service areas: *Notice of Rights, Identification, Interpretation, Translation, Staffing, and Training.*

The plan identifies the strategies and tactics it will use to serve LEP residents and users of City services.

Key strategies and tactics are highlighted below.

- Notices of LEP services will be displayed in all of CPED's public access locations. Services include signage, language blocks, I Speak cards, appropriate person-to-person communication, and phone answering

machine messages.

- Requests for interpretation or translation will be forwarded to the Minneapolis Multicultural Services office or answered through use of the contracted telephone interpreting service.
- CPED staff interaction with LEP persons is highest in the area of development plan review. In other areas of CPED, the frequency of use and need for interpreters is generally low.
- Identification and data collection of LEP requests and activity will be recorded as they occur so that future LEP contact and service can be improved.
- CPED will translate appropriate flyers, brochures, notices, disclosures, citizen feedback forms, and handbooks as needed, and will explore translating portions or summaries of The Minneapolis Plan and the Business Toolbox.
- CPED will work with Human Resources to develop recruitment strategies to address diversity and LEP needs.
- CPED staff will participate in training to address the City's LEP mandates beginning in early 2006.

Implementation progress to date includes these accomplishments:

56 CPED staff have received a 90 minute LEP training which covered

- The necessity of providing notice to limited English speakers of their right to service
Using signage and language blocks.
- Identification of needed services in CPED divisions by using census and service reports.
- The provision of free interpreting on requests
- Provide free translation of vital documents
- Educate CPED staff to consider cross cultural considerations when engaging communities

Translation: A large part of the LEP plan is translation key and vital documents. CPED's first environmental scan determined that an initial set of documents be translated. These documents have been or are in the process of being translated:

- Minneapolis Employment and Training Program (METP) general brochures
- Summer Youth brochures
- METP Participation Guide
- Empowerment Zone Resources and Grant Requests for Proposals
- Small Business and Business Finance Programs

- Eminent domain documents regarding eligibility and rights
 - “How to Buy a House” brochure for buying a house in Minneapolis
 - Summary of Minneapolis Plan
 - Summary of Lake Street Redesign
 - Portions of Minneapolis Business Tool Kit
- LEP training for CPED staff will be ongoing and repeated every 6 to 9 months.

Service Delivery

Definition of Integration: Integration is the process of incorporating equally similar functions in a single location. This creates a unified structure eliminating the need for partner and agency separation by uniting them in the provision of seamless customer service.

Definition of Co-location: Co-location is the process of placing two or more entities or agencies in a single location for the purpose of providing better customer access while continuing to provide related but independent services.

B. What services are integrated in the local workforce service area?(3)

[See MOU from 2005 Plan](#)

What policies and procedures govern this integration (please attach the appropriate documentation, i.e., MOU or Staffing Agreement (4)).

[See MOU from 2005 Plan](#)

Please complete the following chart for any partners and locations not already detailed in the MOU. *(Add additional rows as needed.)*

Partner / Location	Service
American Indian OIC	Employment and Training
Chicanos Latinos Unidos en Servicio (CLUES)	Employment and Training
East Side Neighborhood Services	Employment and Training
Emerge (Pillsbury United Communities)	Employment and Training
Employment Action Center	Employment and Training
Goodwill/Easter Seals	Employment and Training
HIRED	Employment and Training
Hmong American Mutual Assistance Association (HAMAA)	Employment and Training
Minneapolis WorkForce Center	Employment and Training

(3) If your local area Memorandum of Understanding (MOU) accurately contains this information, you need not respond to this question. However, please note where the relevant information appears in the MOU. For more information on MOUs, including a MOU template, see: www.deed.state.mn.us/wia/mou.htm .

(4) A template for the Staffing Agreement can be found at www.deed.state.mn.us/wia/local/wfcagreement.doc.

Southeast Asian Refugee Community Home (SEARCH)	Employment and Training
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C. For services that are not integrated, how does the area coordinate the services provided by each of the Minnesota defined core partners and other partners, and make those services available through the WorkForce Center System?

N/A

D. Is the WIB considering opening, relocating or closing WorkForce Centers or other service delivery locations in your area over the next two years? If so, please describe your potential changes and the reasons for those changes.

The PI/WC supports a new building for the North Minneapolis WorkForce Center and will actively encourage proposals for a viable development in North Minneapolis.

E. During what hours are services available to the public at each of the WorkForce Centers?

North WFC 8:00 to 4:30 pm, Monday through Friday
South WFC 7:45 to 4:30 pm, Monday through Friday

Are you considering any changes in those hours? If yes, please describe the proposed changes.

No X Yes

F. What alternative service delivery methods have been considered for implementation?

Community Based Service Delivery and Performance Based Contracting
Employment and training services in Minneapolis are provided in the neighborhoods where people who receive the services live, and service design is community targeted and culturally appropriate. Half of METP’s vendors are members of the Neighborhood Employment Network (NET), a coalition of employment and training providers who meet regularly to share strategies and improve service delivery. For Adult Programs, METP uses a performance-based contracting method in which community-based agencies are reimbursed for job placement and after 90, 183, and 365 days of job retention. METP supports this effective service approach through federal, state and local sources. This contracting method has been praised by a wide-range of government entities and the private sector as a results-driven system that is efficient, effective and highly accountable.

Data Evaluation
METP vendors are formally evaluated on a quarterly basis and accountability measures are built into each contract. Each of the contracts contains very specific outcome measures. All vendors are required to collect data and forward it on to the City of Minneapolis for evaluation. The information is then used to test compliance with the contract outcome measures. Information

collected is randomly verified for accuracy. Individual contract assessments are provided to the vendors and a summary report is provided to the City Council. The quarterly summary report is published on the City's web site. Performance is graded on an "A through F" scale. Vendors that consistently receive "D"s or "F"s are required to complete a corrective action plan and may be recommended for contract termination. This evaluation system has been in effect in the City of Minneapolis since the 1980's. It is a sound system and provides clear incentives for service providers to improve performance.

Services to Business – Business Outreach Plan

The Business Outreach Plan is new this year. This plan should be developed under WIB Leadership in conjunction with DEED business service staff and local business service staff. This plan will drive the work of business representative for the next program year. State and local entities are to work collaboratively to make this plan a working document.

DEED's business services efforts are meant to complement local efforts. The Business Outreach Plan is to connect these efforts in an integrated manner. The local outreach plan is to be integrated with economic development, education, and local entities identified by the WIB.

Staff associated with the business outreach plan is to be identified as part of the local staffing pattern in Section VII. - B.

Reference Section I. – "Vision" (items B-E) in answering the following questions.

G. Describe the WIB's business outreach effort including goals and strategies for each priority industry.

The Private Industry/Workforce Council (PI/WC) partners with DEED's Business Services staff and Community Planning and Economic Development (CPED) staff to coordinate a business outreach plan. DEED staff will visit and assess the needs of companies within the PI/WC's priority industries, provide and coordinate services to meet the needs of the priority industries, and report the findings and outcomes to the PI/WC and to the PI/WC's program providers.

The PI/WC has selected six key industries that have high growth and wage characteristic to focus attention and effort. In Minneapolis they are: Financial Services, Health Care, Advanced Manufacturing, Transportation, Professional Services, and Construction. These industries were selected, in part, because they have substantial career laddering possibilities for Adult and Dislocated Worker Program participants.

Subsequently, DEED's metro Business Services Manager (BSM) and Labor Market Information (LMI) Analyst drafted a report called "Priority and Key Industries and Business Information." ***METP staff asked for an update of that report in April of 2007. (See Appendix 1 which includes update)*** This ***updated*** report identifies the high-growth and high-wage industries in Minneapolis. By combining the "high growth" and "high wage" categories, along with the PI/WC priorities, ***these companies rose to the top (with NAICS codes):***

1. **Construction of Buildings (236)**
2. **Machinery Manufacturing (333)**
3. **Computer and Electronic Manufacturing (334)**
4. **Credit Intermediation and Related Activities (552)**
5. **Insurance Carriers and Related Activities (524)**
6. **Professional Scientific, and Technical Services (541)**
7. **Management of Companies and Enterprises (551)**
8. **Ambulatory Health Care Services (621)**

This updated report shows 8,506 businesses in the City of Minneapolis within the priority industries. The BSM will generate, when feasible, lists from this list of high-growth, high-wage industries. The priority criteria for selecting businesses will be determined by the BSM and CPED's Business and Special Projects Coordinator. Criteria will include business size, (priority for larger companies) length of time and frequency of previous contacts, and proximity to transit corridors.

When visiting the priority industries, the strategy employed by DEED and the PI/WC will be to:

1. Assess the business needs and issues, to include workforce development and economic development;
2. Provide workforce development services and/or referrals to partners, including MnSCU, ABE, NET and other training providers.
3. Business Service Specialists will inform NET and the designated employment counselor in the Minneapolis South Workforce Center of all job requests within 48 hours of the visit to the business.
4. Refer companies with economic development needs and issues to CPED or other economic development providers.
5. Refer companies with zoning or license needs and issues to the Minneapolis One-Stop Office.
6. Convene a "solutions network" to provide services when necessary. For example, when a solution to a company's issue is more complex and requires a coordinated response among several entities.
7. Maintain contact with the company throughout the service delivery process;
8. Report the outcomes and findings of the business visits to the PI/WC and METP's Business and Special Projects Coordinator to assist the PI/WC in further strategic planning and service delivery decisions.

DEED's BSM will report regularly to the PI/WC to continuously update the lists of businesses being visited. The BSM will also work with the PI/WC to devise strategies to communicate the information from the business visits to WorkForce Center job counselors and NET agency partners who provide services to job seekers.

H. Describe how the business services representatives will interact with the local WIB.

The DEED Business Services Manager for the Metropolitan area will report on a quarterly basis (or more frequently if requested to the Private Industry/Workforce Council and its Adult sub-committee), on the progress of

the outreach efforts and highlight issues encountered and solutions provided to businesses.

See Appendix 3 for a flow chart of the relationship between the PI/WC and DEED Business Services Specialists.

I. How will the WIB evaluate its success in meeting the goals in its Business Outreach Plan?

DEED's BSM and/or BSS staff will provide written and verbal reports to the PI/WC Adult Committee and to the full Board. DEED has established performance measures for the Business Services staff, and the Minneapolis PI/WC will use these measures to evaluate the progress of the Business Services plan:

- The minimum number of face-to-face consultations by each Business Services Specialist (BSS) is twenty (20) non-duplicated per month. Business Service Specialists will utilize a standardized list of questions so that there is consistency in the key performance measures.

The key performance measures are:

- Numbers of businesses in which issues were identified and solutions provided.
- Written reports that include information that identifies the companies visited and highlights business services requests and concerns.
- Number of job openings listed with DEED's Job Bank or with the Neighborhood Employment Network (NET)
- Number of training opportunities listed with MnSCU or Neighborhood Employment Network
- Satisfaction with service. The key question that should be asked of every business consulted is: Do you know more about the PI/WC's employment and training programs after this consultation than you did before?

DEED's metro-area Business Services Manager (BSM) will consult with the PI/WC to devise a customer satisfaction feedback process. DEED will survey business customers and provide results to the BSM and appropriate CPED staff. The surveys would then be reviewed by the PI/WC Adult Committee, BSM, and the Business Services staff, and adjustments to services would be made based on the feedback.

J. If the local WIB plans to provide any business services for a fee, describe what is being planned.

The Minneapolis PI/WC does not plan to provide business services for a fee

K. How does the Business Services Initiative support the local system's transition to or success as a demand-driven workforce development system?

The Business Services initiative asks the question: How can we help businesses grow and prosper? When this initiative responds to business needs, we increase workforce center and CPED contacts with private company human resource and management staff.

The Business Services initiative is focusing its efforts on the industry sectors that offer many of the best career opportunities and wages for City of Minneapolis workers. The goal is to understand the needs of the businesses in these key sectors, i.e. understand the “demand,” and to convey this information back to the PI/WC and the PI/WC’s service delivery vendors to ensure that the PI/WC’s workforce development services are meeting the needs of the businesses.

Other tools will be used to ensure that demand-driven information continues to be conveyed to WorkForce Center staff and customers. Local LMI data (i.e. vacancy rate survey data), combined with actual in-the-field-data-collection of Business Services Specialists, along with other anecdotal data on what is currently “in-demand” by employers, will help staff and customers decide where training resources should be directed. The Minneapolis Business Tool Box is available and will be used where possible to channel business requests to the appropriate provider. In addition to DEED’s Job Bank, employment and training requests will be directed to the Minneapolis Neighborhood Employment Network. The Metro WIB report on the regional economy, which assesses industry needs in many areas including skills needed in the workforce, will help guide efforts to become more demand-driven. Combining all of this data with information from BSS on-site visits and information gathering, the “dots” will be connected from the needs of the high demand/high wage businesses to the WorkForce Center staff and job seeking customer

- L. What resources, outside of the DEED Business Services Initiative, deliver integrated services to businesses?

There are many organizations that provide “partial” or “unique” services to businesses from a variety of resources. CPED is unique because it has full redevelopment powers including Port Authority status under State law. CPED can acquire and sell land for development purposes. In addition, CPED is a recognized Finance Agency and offers a broad menu of business finance loans. Finally CPED administers one of the few Federal Empowerment Zones in the United States. Operating as part of CPED, the Minneapolis Employment and Training Program is a designated Workforce agency providing job placement and training. Many of the other organizations take an integrated approach to service delivery, although usually with a limited scope of services that tend to fall in one area, i.e. economic development, employment, or education. Many of these organizations have a specific product or service that they are required to offer, and often times they need to generate revenue from their product or service. Thus most other business service providers will take a “product-based” approach to business calls, rather than a “demand-driven” approach. Because of this, the PI/WC is partnering with the DEED Business Services unit to “broker” services from a wide variety of organizations when necessary.

Other service providers include Minneapolis’ Community Planning and Economic Development, other City departments, Neighborhood Employment Network, Minnesota Technology Incorporated, Minnesota Precision Manufacturing Association, and Employer Services Partnership (ESP). For

example, both Pillsbury United Communities, Inc. and Goodwill/Easter Seals have been providing ongoing training programs for some time. Goodwill/Easter Seals has pioneered in financial services training and partners with Minneapolis Community Technical College to provide a variety of courses including bank teller and reconciliation skills.

The local WorkForce Center system has collaborated with these service providers by inviting them to speak at local meetings of business services staff to explain what they offer the business community. In some cases DEED staff have partnered directly with these providers to provide solutions for businesses. In other instances, they have referred businesses to providers best able to provide the appropriate solution.

How does the local Workforce Center system ensure integrated leadership of business services?

Monthly meetings, chaired by METP's Business and Special Projects Coordinator, are held with Business Services staff of DEED, Minneapolis Employment and Training staff, MnSCU staff including MCTC representatives, DEED's Veterans representative, Neighborhood Employment Network's representative and DEED's Rehabilitation Services to provide awareness of current initiatives, avoid duplication of services, and encourage joint business services efforts. The Business Service Manager will also coordinate this Minneapolis team's activity with the Hennepin County's Business Service Specialists. On a less formal basis, ad hoc meetings are held as needed.

M. Identify the other organizations with which the business services must coordinate their work within the region.

Community Planning and Economic Development
 Other City Departments that interface with business
 Minneapolis Downtown Council
 Minneapolis Regional Chamber of Commerce
 Minnesota's College and University system(MNSCU) including Minneapolis Community and Technical College (MCTC)
 Neighborhood Employment Network (NET)
 DEED Workforce and Rehabilitation divisions
 Hennepin County Government
 Hennepin County WIB (Including their Business Services Specialists)
 Other private and non profit vendors providing services to businesses

N. Who are the partners that make up your business services outreach team?

DEED Business Services
 DEED Rehabilitation Services
 Community Planning and Economic Development (CPED)
 Neighborhood Employment Network
 DEED Veterans Representative
 MnSCU
 DEED Minneapolis Workforce Center Managers
 DEED Transportation Industry Specialist
 DEED Financial Industry Specialist

DEED Health Industry Specialist

Name the representatives from each partner organization.

<p>DEED Business Services Unit: Terrell Towers, Business Services Manager Kathie Kosharek, Employment Counselor</p> <p>DEED Transportation Industry Specialist DEED Manufacturing Industry Specialist Debra Bultnick</p> <p>DEED Health Industry Specialist Susan Speetzen</p> <p>DEED Financial Industry Specialist Jeff Nelson</p> <p>DEED Rehabilitation Services- Amy Snoddy</p> <p>CPED Team: Kent Robbins, Business and Special Projects Coordinator Andy Carlson, Business Services Specialist</p> <p>MnSCU Team Denise Stephens, Executive Director, Metro Consortium for Customized Training Cherrie Rollins, MCTC, Director of Business Development and Training Jan Morrissey, MCTC</p> <p>Minneapolis Workforce Centers Susan Meredith, Mgr. South Minneapolis WFC Obie Kipper, Mgr. North Minneapolis WFC</p> <p>Neighborhood Employment Network Mark Brinda, Director</p> <p>Minneapolis Employment and Training Program Deb Bahr-Helgen, Director</p>

Describe how the team will coordinate their work.

<p>Monthly meetings will be held at team members office locations on a rotating basis. Additional meetings may be held if conditions or circumstances warrant them. All job openings and training possibilities will be e-mail to the Neighborhood Employment Network for transmission to the Network's 10 Job Banks.</p>

O. Describe the capabilities of the business services team and who is responsible for each of these activities. (In other words, who is in your solutions network and who has the expertise in the following areas?)

a. Recruitment:

<p>Minneapolis Employment and Training Program (METP) finds employees, places them with companies and trains them for careers. METP placed over 4,000 participants in 2005. METP partners with a variety of providers including the Neighborhood Employment Network (NET); a network of WIA affiliated job banks located throughout Minneapolis to provide job placement services to low-income Minneapolis residents. Recruitment and training activities are also performed by the two Workforce Centers in</p>

Minneapolis with special attention to posting job openings in the Minnesota Job Bank.

In our 11/21/06 PI/WC meeting, a motion was passed to raise the income eligibility limits for clients served. METP has prioritized WIA services to low-income, Minneapolis residents who meet the current OMB (Office of Mgmt and Budget) poverty guidelines. We have found that these income guidelines were restrictive and limiting access to our WIA-funded services to a small number of extremely low-income residents. The PI/WC, on the recommendation of our Adult Committee, approved adopting the same income guidelines used for our CDBG (Community Development Block Grant) funded activities. This change will allow a larger number of residents access to WIA-funded services many of whom fit the underemployed-working poor demographics. An example of this change: Under the OMB guidelines, a single person would need an annual income of less than \$9,310 to be eligible for WIA services-with the change to CDBG guidelines, the income threshold rises to \$27,500.

b. Retention:

All training providers including the Minneapolis WorkForce Centers, MnSCU, NET, METP, and non profit vendors.
MnSCU customized Training Consortium- the coordinator of the metro consortium is consulted when a training need arises that can help a company with retention. The coordinator works with her network that includes all of the metro two-year campuses to match a company with the most appropriate training provider.

c. Downsizing:

DEED's Rapid Response Team and METP's dislocated worker staff

d. Expansion:

Business Development Division of CPED offers business expansion and relocation services including:

- Access to pollution cleanup funds for vacant land or buildings
- Locate and prepare vacant land for new construction
- Provide technical assistance to businesses during development

CPED also partners with neighborhood Community Development Corporations to develop and rehabilitate businesses. CPED works with the Minneapolis Consortium of Community Developers (Membership includes 27 community organizations) to deliver business development services.

CPED's Business Services Specialist Andy Carlson and DEED's Business and Community Development Representative will be consulted when businesses are looking to expand in or relocate to Minneapolis.

e. Financing:

Business Finance section of CPED offers a number of business loans for business expansion, rehabilitation, or new business start-ups They offer loans that range in size from \$75,000 to \$10 million and include:

Revenue Bonds for new construction, expansion, and modernization

Loans for production equipment and building improvements with half the cost at just 2 percent

Loans to acquire owner-occupied and mixed use commercial and residential properties including paying off contracts-for-deed.

Business development loans for commercial and industrial properties with repayment credits for every Minneapolis resident hired at a living wage who remains employed for at least a year.

Smaller loans-Micro Loans- up to \$25,000 for inventory, working capital and equipment.

CPED also partners with the Minneapolis Consortium of Community Developers to deliver business loans.

DEED's Office of Business Finance administers financing programs assisting businesses primarily with expansions through a variety of development tools.

f. Trade/ New Markets:

DEED's Minnesota Trade Office (MTO) is consulted when a company is looking for help in foreign markets. MTO provides export counseling and technical assistance to businesses free of charge

The Greater Minneapolis Convention & Visitors Association staff provide information and services to thousand of convention attendees each year which generates new business opportunities.

g. Zoning:

City of Minneapolis One Stop department for construction and building permits, licenses, and zoning reviews.

h. Taxation:

Mn. Dept of Revenue, Hennepin County, and City of Minneapolis

i. Other:

Immigration - US Immigration Bureau
Technology Improvement - Minnesota Technology, Inc (MTI)

Describe what capabilities are lacking and how will you address these shortcomings?

One of the barriers is that the Private Industry/Workforce Council does not have authority over most of the partners in the business services effort. Since the PI/WC's influence is primarily limited to DEED staff and WIA and state-funded employment programs, the PI/WC must persuade other organizations to take part in the partnership. Additional barriers include the many diverse organizations that sometimes see "business services" as

something that they need to control and monopolize for their own organizational interests. Since there is no one market force and/or governmental entity that has the ability to control these factors, the effort is largely dependent upon the goodwill of the organizations as to how and when they will coordinate their services.

The PI/WC has a good track record of being able to pull together a business services team, despite these barriers, as demonstrated by the Minneapolis Pilot Project. The PI/WC will continue to facilitate partnerships involving the PI/WC Adult Committee with businesses representatives and presentations whenever possible.

- P. Describe how you will segment your target market with your business services team. What are your strategies?

As described in Section G, the PI/WC will use a methodology developed by DEED's metro-area labor market analyst (**See Updated Appendix 1 – Priority and Key Industries and Business Information**). The Top 28 High Growth industries in the City of Minneapolis WSA were identified. **Next, the High Wage industries were listed.** The two lists were then combined, and priority was given to industries that are both High Growth and that offer high wages.

- Q. Describe the process you will go through in researching your target market?

Before visiting a new company in a target market, the DEED Business Services Specialist (BSS) will research the company through DEED's library services and/or the Internet. The DEED WINS system will be queried and partners will be asked about previous contact with a particular business. The goal is to gather as much information as possible before meeting the company, so that the BSS has an idea of industry trends, workforce trends, company strategic plans, projected growth of the company and the industry, and more. Special attention will be given to businesses that are located near major transit corridors. The business visit itself can be described as research. The goal of the first visit with a business is to do an assessment to see if DEED, the PI/WC and its partners can provide services that will help the business prosper. This research will eventually be reported back to the PI/WC to help in future planning and strategic direction.

What is your competition?

In the PI/WC's demand-driven model, there are no competitors. Everyone who is in the business of providing workforce and economic development services is a potential partner. The PI/WC notes, however, the presence of numerous for-profit employment and training services. They certainly will provide some measure of services for Minneapolis residents.

Are there any environmental issues to consider? (i.e., legal, regulatory, economic, political, social, cultural, trends)

The data privacy laws have the potential to impede our effort to provide business services. Businesses may have legitimate reasons for not providing information that could help us. Regulatory and legal provisions can also impede our efforts because businesses will not initially support them and

therefore be less willing to cooperate or listen to us.
 The PI/WC considers the cost of energy to be a primary environmental issue for employers and employees. Access to affordable transportation is important now and will be increasingly critical. Immigration and our developing laws and policy that govern it are another important environmental concern.

R. Please describe your “key marketing message” to be used by all business services team members.

Our key marketing message is a commitment to help Minneapolis businesses grow and prosper. Since the PI/WC, through the Business Services team, uses a “needs-based” approach rather than a “product-based” approach with businesses, the key marketing message changes depending on the need identified. If the need is in the area of employment, the key message is selling the resources available through the WorkForce Centers and their partner agencies. If the need is in the area of Training or Economic Development, the key message is that CPED can provide localized services. If the need is in the area of business licensing or zoning, the key message is that the Minneapolis One-Stop office can provide service. The Minneapolis Business Toolbox provides the detailed information to programs that implement these marketing messages. PI/WC’s solutions network will offer additional services.

S. Describe the methods of dissemination of your “key message”.

The key marketing message is delivered mostly through the personal visits to businesses by the BSS staff. Additional media may be used to convey the message, including written materials and brochures, print advertising, and web-based information, if additional resources become available.

For example, CPED has a variety of written materials and brochures including:

The CPED’s On-Line Web site, METP and Small Business Assistance Program Brochures, (Both of these have been translated into the six primary languages of the Minneapolis Limited English Proficiency Plan: Spanish, Hmong, Somali, Laotian, Oromo, and Vietnamese) Empowerment Zone Brochures and the Loans and Grants for Minneapolis Business publication.

As we have previously described, the Neighborhood Employment Network will be utilized to disseminate our marketing message. Minneapolis has multiple business chamber of commerce organizations. The PI/WC will utilize the Minneapolis Regional Chamber of Commerce, Hispanic Chamber of Commerce, and Minnesota Black Chamber of Commerce to reach businesses with our marketing message. When appropriate the Minneapolis Downtown Council will be asked to help inform their membership about our business service menu of programs.

The PI/WC’s Annual Summary Report is available online and is distributed throughout the WSA.

a. Personal visits (how many per month and by who?):

20 business visits per month, per BSS staff person

b. Media methods (what media?):

The PI/WC will utilize local printed and electronic media where appropriate.

c. Events:

The Minneapolis South Workforce Center holds Employer of the Day events on a recurring basis throughout the year.

T. Describe the business services activity calendar to include special outreach activities such as job fairs, summits, focus groups, etc. which may be conducted by a number of partners. Give approximate dates if known.

Our business services calendar is still being developed and modified to meet the changing business environment.

U. Describe how the business services staff will report monthly on the tracking of key issues identified by business such as recruitment, retention, training needs, expansion, downsizing, exporting, zoning, finance, etc. Report monthly on the key issues identified and the types of referrals made.

The Minneapolis Business Services Team meets monthly to discuss business services issues, exchange information, and provide business service training to team members. In the interim, business service specialists will maintain electronic contact weekly with the NET coordinator and the designated DEED employment counselor located in the South Minneapolis Workforce Center. The Business Services Manager will also meet with the Adult Committee of the PI/WC to discuss business issues and progress toward business service goals. These meetings will result in quarterly reports to the PI/WC.

The Business Services Manager may also meet with the CPED's METP Director and **Business and Special Projects Coordinator** as needed.

V. Describe the information that will be collected in order to evaluate the effectiveness of the WSA business outreach plan. Examples are: employer satisfaction, number of solutions provided, number of job orders taken, number of jobs filled, etc.

Information to evaluate effectiveness includes number of business services, consultations completed during each quarter and number of business requests for information and assistance that have been successfully closed. In addition, written reports submitted by Business Service Specialists will be evaluated for clarity and thoroughness.

W. Describe the methods that will be used to evaluate the outreach activities.

DEED will gather all data on business visits and this data will be fed back to the Business Service manager and PI/WC. Staff will also track the number of job openings and training requests that are referred to the Minnesota Job Bank and Neighborhood Employment Network.

X. How will the WIB analyze the return on investment or determine when to develop new strategies if current strategies are determined to be ineffective.

The PI/WC will not evaluate return on investment, but will constantly review

and revise strategies as needed, based on the findings of the Business Services team. The PI/WC's Business Services Committee will lead the evaluation effort and recommend new strategies, if necessary, to the full Board for approval.

Y. Identify the resources and source of marketing efforts within the WSA. (Coordinate this answer with business services staff in the WSA.)

Funding received from DEED will be used to support the efforts of the Metro WIB through advertising the MnBiz.org website and promotion of the Metro Workforce Report both of which are intended to address the needs of small business in regards to their workforce. The remainder of funds will be used to distribute ads for the services to business at the WorkForce Center. This distribution of information will reach a broader audience by targeting publications whose readership includes representation of the PI/WC's key industries. This effort will result in increased traffic to business service specialists, CPED business programs and business resources such as Minnesota Job Bank, Minneapolis Business Tool Box, MNBIZ, etc.

Z. Prepare a preliminary marketing budget for the upcoming year. This will assist DEED in allocating some additional marketing resources.

Describe the activities within the budget.
(Final budget chart to be developed)

Activity Category	Associated Costs
This marketing budget is still being developed.	

Describe how you will measure success of the marketing efforts.

To be determined upon development of the marketing budget.

Services to Job Seekers

AA. How will the local system, as defined locally, prepare job seekers for high-growth, high-wage industries, demand driven occupations, and/or career laddering occupations?

Based on the Occupations in Demand Summary (see Appendix 3 and **Updated** Appendix 4) provided by DEED's Rachel Hillman, Twin Cities Regional Labor Market Analyst, the following industry clusters were identified and will be targeted for the training of our job seekers:

- Healthcare
- Finance and Insurance
- Professional and Technical
- Transportation
- High Tech Manufacturing
- Construction (The construction industry was added to DEED's list based on our PI/WC's recommendation and their knowledge of local job growth and the Minneapolis labor market).

The WSA will adopt the state's recommended benchmark of directing 60% of our WIA Adult and Dislocated Worker clients who receive training into training programs (except short-term, pre-vocational training) that prepare job seekers for the above named high-growth, high-wage industries, demand driven occupations, and/or career laddering occupations. A majority of the WSA's Adult and Dislocated Worker training resources will be allocated to training programs that will lead to potential careers in one of these fields.

What are the local goals in this area?

We are planning to focus our WIA Adult and Dislocated Worker training dollars on preparing clients for work in the targeted industries by focusing vocational/technical training to careers within those clusters. The WSA will set a minimum goal of directing 60% of our clients who receive training, for the upcoming program year, into training programs in the targeted industries.

How will the local system measure success?

The WSA will explore using the MN Performs System (possibly using the CIP codes) to track our participant's enrollment in training that will lead to employment opportunities in the targeted industry clusters.

BB. How has the local WSA system integrated core service delivery to special populations in the area (i.e., displaced homemakers, low-income workers, people with disabilities, migrant and seasonal farm workers, individuals with limited English proficiency, and youth)?

Outreach and employment and training services are provided to special populations through a network of community based organizations which are responsive to the changing demographics of the communities that they serve and which tend to create and maintain liaison and referral relationships with other community organizations.

Minneapolis operates a de-centralized delivery system where services are provided by agencies located throughout the City called the NET. This model allows clients to access assessment and employment services within their neighborhood. Another positive is that the NET staff become familiar with the employer needs within the neighborhood. Our network of providers allows us to respond quickly to changing conditions in these special populations. The Workforce Center and affiliated partners have an array of services including personal computers to conduct job search and career exploration, a computer training lab, telephone room, fax and copy machines, assistive technology and printed resource materials. Customers also can access job clubs, networking activities, job seeking skills workshops, connect with employers and attend training and job fairs.

Individualized employment and training and support services are available to individuals eligible for various partner programs. At the initial visit, customers are provided with printed information regarding specialized services and contact information for the intensive/training services described below:

Displaced Homemakers: In addition to providing required services at the WorkForce Centers, in accordance with DEED policy, the local system also offers an array of affiliated sites throughout the community.

Low-income Individuals: Receive vocational case management services and access to WIA intensive and training funding. Clients receive an in-depth assessment, and the client and counselor develop an employment plan.

People with Disabilities: The WSA and its partners provide the opportunity for consumers to assess their skills, abilities, and interests, promote choice, develop career goals which will prepare them to engage and retain employment. To ensure access to Resource Room services a range of assistive technology is in place. There is also a referral process in place for individuals needing more intensive or training services that are available through Rehabilitation Services or State Services for the Blind. The WSA is proactive in creating new partnerships and initiatives.

Migrant and Seasonal Farmworkers: N/A

Individuals with Limited English Proficiency: The community based delivery system in Minneapolis offers a diverse staff that speaks a variety of languages. Therefore, the WSA is able to provide appropriate services to non-English speaking customers

In addition, 2004, the Minneapolis City Council approved a Limited English Proficiency Plan. This plan was adopted by the Minneapolis City Council and relates to Title VI of the Civil Rights Act of 1964 which requires provision of meaningful access to services for those with limited English proficiency. During implementation of the plan in the last several years, the City of Minneapolis identified the following 6 languages as a focus: Spanish, Hmong, Somali, Laotian, Oromo and Vietnamese. The plan describes city policies and procedures for: providing notice to limited English speakers of their right to service; identifying LEP individuals and needed LEP services in city departments; providing free spoken language interpreting and offering free written translations of city documents on request.

Youth: Minneapolis youth employment and training programs prepare teens for successful, living-wage careers. Youth receive work readiness training, participate in mentoring programs and gain valuable work experience. The Younger Youth Step-UP program, Older Youth Step-Up program, PACER C3, WIA Year Round Program @ Minneapolis Public Schools and Probation House are examples of just some of the programs available.

What strategies has the local system set in place to ensure that special populations use its services?

The Minneapolis Workforce Centers are located on established bus routes. These centers are also served by Metro Mobility. The Workforce Centers have undergone inspection and certification for compliance with ADA accessibility standards by MN Department of Employment and Economic Development,

Rehabilitation Services, State Services for the Blind, and municipal officials. Minneapolis' centers feature accessible parking lots, automatic door openers, approved reception counter and work surface heights and fully accessible rest rooms.

The WSA's partners are community based vendors who offer employment and training services that are delivered at the neighborhood level. This form of delivery system allows for easy accessibility for all. These CBO's offer a diverse staff who speak a variety of languages. In addition, affiliate staff is able to contact the City of Minneapolis Department of Health and Family Support's office of Multicultural Services for information about contracted interpretation and translation services. Spanish, Somali and Hmong staff are available to City residents for written and spoken translation services. Also, handouts were developed that identify bilingual staff located at the METP affiliates. These handouts were produced in English, Somali, Hmong and Spanish, Laotian, Oromo and Vietnamese.

CC. What efforts have been made to train incumbent workers? (**Please note:** The United States Department of Labor has granted Minnesota's WSAs a waiver allowing them to spend up to 10 percent of their formula WIA Title I-B Adult and Dislocated Worker funds on training incumbent workers. The appropriate Performance Standards remain the same.)

In January 2005, Minnesota was awarded a WIA Incentive Grant for performance in WIA, Carl Perkins, and Adult Basic Education. Minneapolis and the Hennepin/Scott/Carver WSAs partnered to issue a joint RFP to fund English Language Training services to incumbent workers. In program year 2006, the WSA will develop an incumbent worker training project using funds re-directed from the state rapid response fund. Details have yet to be finalized.

Although the WSA will not set aside any WIA Title I-B Adult or Dislocated Worker funds to train incumbent workers, a large number of our Adult program clients are already employed either in part-time and/or low-wage jobs when they begin receiving services. Many of these workers make up the "working poor" in Minneapolis. Due to the disproportionately high level of disadvantaged persons living in Minneapolis, the Minneapolis PI/WC has strongly committed that incumbent worker training dollars that the WSA receives will be targeted to disadvantaged, low-income residents. Incumbent worker training efforts will be focused on helping low-paid workers move into higher paying, more stable jobs. Through the use of incumbent worker training, entry-level jobs will potentially become just the first step in a career ladder process that will lead to increased opportunities for those with the most barriers to success.

The text above was in our original plan drafted in the spring of 06, since then an Incumbent Worker Project has been implemented. In December 06, METP was granted additional funds (\$82,700) to develop and implement an Incumbent Worker Project. An RFP was issued focusing on small businesses (less than 100 employees) located in the City of Minneapolis interested in the training of their workforce. Proposals were received from 7 employers and 6 proposals were fully funded.

Two of the projects are now underway and the others will commence prior to 7/1/07: We anticipate funds to be expended by the end of this program year. The projects offer an interesting mix of topics to employees of the companies ranging from ESL in the workplace to Leadership Training: the trainers come from both the public and private sectors.

What resources have been devoted to these efforts?

In 2005, WIA incentive money was used to train incumbent workers. In program year 2006, the WSA will receive \$82,700 in funds that will be re-distributed from the rapid response fund to the Governor's set-aside fund.

How have the partners been involved?

1. Hennepin Technical College received \$48,845.62
Employer Partner: Japs-Olson
Industry: Printing
Goal: To increase the English language communication skills of the entry level employees and to assist those employees in gaining problem solving skills necessary for their work. Japs-Olson employees have clear career laddering opportunities. The employer has training modules that employees can become certified in for increased wages.
Number of Trainee slots: 95
2. Minneapolis Public Schools received \$148,485
Partner Organizations: MCTC, Pillsbury United Communities, Sabathani Community Center, Lincoln Adult Education Center, Employment Action Center
Employer Partner: Abbott Northwestern Hospital, Siyeza Creative Foods
Industry: Abbott – nursing assistants, food prep, housekeeping janitorial
Siyeza Creative Foods – assembly, food manufacturing
Goal: Abbott – To improve communication between employees and patients, safety and security compliance Siyeza Creative Foods – To increase communication between employees and line supervisors, streamline manufacturing line so instructions are understood correctly
Number of Trainee slots: 300
3. SHAPE received \$40,000
Employer Partner: GN ReSound and Micro Dynamics
Industry: Hearing aid manufacturing and electronics manufacturing
Goal: GN ReSound: To increase communication to minimize errors and solve retention problems Micro Dynamics: recruit, train and retain valuable employees. They offered a \$250 bonus to employees to attend all classes and show progress.
Number of Trainee slots: 80
4. Robbinsdale Adult Academic Program received \$62,500
Partner Organizations: Carver-Scott Educational Cooperative, Adult Options in Education
Employer Partners : North Memorial Healthcare, Park Nicollet Health Services, St. Francis Regional Medical Center
Industry: Healthcare

Goal: To increase communication skills in several departments including nutrition, environmental services, and nursing assistants. Curriculum focused on vocabulary, processes, safety and communication skills.
Number of Trainee slots: 125

Close coordination occurred between the four area Adult Basic Education providers in Minneapolis and Hennepin County.

DD. Please note that Governor Tim Pawlenty signed Executive Order 06-02 (February 7th, 2006) that orders state agencies and institutions of higher education to seek out and to correct barriers to the training and employment of veterans. WSAs must ensure that veterans are given priority status in accordance with this Executive Order and in accordance with the Jobs for Veterans Act. What strategies has the local system adopted to implement this Executive Order?

The WSA will be proactive in seeking out and correcting barriers that might impede the progress of veterans in our employment and training programs. Representatives from the WSA and vendor agencies will participate in the MN Veterans Summit in September 2006 to help shape policy and improve the delivery of services to veterans. Information garnered about best practices, roadblocks and gaps in service will be shared with all WSA contracted providers. The WSA will also solicit feedback on an on-going basis from our service providers about veteran's issues. This information will be used to inform and improve our delivery of employment and training services to veterans.

According to DOL Training and Employment Guidance Letter No. 5-03, twenty (20) DOL funded programs are covered by section 4215 of the "Jobs for Veterans Act" (PL 107-288). These programs include WIA Adult and Dislocated Worker formula funded programs, Wagner-Peyser Employment Services, Trade Act programs, National Emergency Grants, Senior Community Service Employment Program (SCSEP), Migrant/Seasonal Farmworker program, H-1B Tech. Skills Training Grants, Job Corps, WIA Demonstration Projects, Youth Opportunity Grants, WIA Youth formula program, LMI Formula Grants, Pilots, and Research and Development.

WorkForce Center staff and management support and actively work toward providing preference to all Veterans coming into the local WorkForce Center. Staff is trained to solicit for and identify Veterans using services in the WorkForce Center. Staff has been provided information on DOD / DOL initiatives including the Jobs For Veterans Act, and the "Key to Career Success" program that was recently launched.

Upon their initial WorkForce Center visit, customers are asked whether or not they served in the United States Armed Forces, either active duty, National Guard, or a reserve component. If a WorkForce Center customer identifies themselves as a Veteran or other eligible person, they are referred to the local Veteran's Employment Representative. Local Veterans Reps are aware of programs and services available in their local WorkForce Center, and are in a position to make appropriate referrals to these programs.

Minneapolis has a system of Disabled Veteran Outreach Program (DVOP) and Senior Veterans Employment Representatives (SrVERs) in place to work only with the veteran population. They coordinate with other related veteran service providers in the area. They work in a triage manner to help veterans based on a priority of services system. First priority are the service connected disabled veterans. Second are non-service connected disabled veterans. Then in approximate descending order are:

- A. Homeless veterans,
- B. Other veterans
- C. Eligible widows/spouses or dependents as defined by federal and state law.

These staff do placement services, make referrals to other service providers as needed/appropriate, and act as a community resource for the general veteran population. Policy has established veterans who meet WIA program eligibility requirements as the first priority for services. WorkForce Center Resource rooms and affiliated sites are entry points into WIA funded employment and training services. Veterans are priority customers for further assessment of employment related needs by local staff. Initial assessment is conducted through a formal guided interview. Veterans may be referred to additional core services, to other agencies, or intake for intensive services based on eligibility, need and availability of resources. This policy also covers those spouses of veterans identified by law as having priority for services.

Some programs have existing conflicting statutory priorities that may favor some populations. These include SCSEP, WIA funded Adult and Youth programs, Welfare to Work, and Unemployment Insurance Profiling. In these cases, eligibility will be based on assessing both the Veterans priority and the existing provisions.

In addition, North and South Minneapolis WorkForce Centers will use Veteran staff to furnish employers with information on the training and skills of Veterans and disabled Veterans, and the advantages afforded employers by hiring Veterans with such training skills. Employment of Veterans and Disabled Veterans will be facilitated through participation in America's Labor Exchange. Private sector online recruitment resources will be utilized to post resumes of highly trained Veterans.

Coordination/ Integration of Business and Job Seeker Services

Too frequently, business services and worker services are two separate and different entities within the WorkForce Center; yet, the result for business and job seekers is dependent on the "coming together" of business and job seeker services. The "disconnect" can result in losing sight of the end goal of all our services, which is strong businesses and good jobs.

The need for coordination of business services with job seeker services must occur in

identifying specific job requirements, making appropriate job referrals, providing job seeker information on careers, and making training referrals.

EE. How does the local area coordinate Business Services with Job Seeker Services?

One of the goals of the Business Service Reps is to learn the needs of local businesses in key sectors and to convey the demand back to the PI/WC and its partners.

Minneapolis is designing a process that allows for timely, accurate dissemination of relevant information gathered by the Business Service Reps to our entire WSA's system of partners and service providers.

The process is being designed to coordinate the activities of the Business Service Representatives and the WSA service providers and partners. The Minneapolis Business Services Team will meet monthly to discuss business services issues, exchange information, and provide business service training to team members. The Business Services Manager will also meet with the Adult Committee of the PI/WC to discuss business issues and progress toward business service goals. These meetings will result in quarterly reports to the entire PI/WC.

The Business Services Manager may also meet with the CPED's METP Director and Workforce Coordinator as needed.

Business Service Specialists will inform the NET coordinator and the designated DEED employment counselor (located in the South Minneapolis Workforce Center) of all job requests within 48 hours of the visit to the business and in addition, also maintain weekly electronic contact. In the interest of immediacy, from these electronic contacts, job leads will be sent out to all Minneapolis' contracted service providers through an email distribution list. Through this process, job leads will quickly reach all program areas overseen by the WSA.

How do business services and outreach strategies impact the design and delivery of Job Seeker Services?

After determining the specific needs of local businesses in key sectors, the local area will work to ensure that workforce development and services are focused on meeting the identified needs. Information collected from the Business Service visits will be passed to WSA partner's including MnSCU, NET, and other training providers. This information will allow the local service providers to tailor job seeker services to local workforce development needs. The Business Service Reps will also create an industry specific insert that will go into the West Metro "Career Connections" newsletter that is published bi-monthly and distributed to job seekers through the Minneapolis WorkForce Centers.

How do business services impact counselor/ job seeker decisions?

The WSA is developing a plan to regularly share Occupation in Demand data, and other Labor Market Information (LMI) with all our contracted service providers. Local LMI data (i.e. vacancy rate survey data), combined with actual

in the-field-data-collection of Business Services Specialists, along with other anecdotal data on what is currently “in-demand” by employers, will help staff and customers decide where training resources should be directed.

In one of the WSA’s targeted industries, METP also collaborates with the Health Careers Partnership to be the City’s broker with the Healthcare employers and the Minneapolis Employment and Training system.

PPL acts as an intermediary between low and moderate income Minneapolis’ residents who are seeking careers in the healthcare industry and to match those desires with the hiring needs of healthcare employers. In partnership with the City, PPL will seek to expand participation from current partners (ANW, CHC and HCMC) to additional medical facilities and healthcare professional providers such as long term care and home health care providers as sources for coordinated training and placement.

In the role of broker, PPL meets regularly with the employer partners to ascertain future employment needs for entry level and specialized training, focusing on 12 to 24 months in the future. In cooperation with MCTC or other appropriate training providers, PPL will arrange for the delivery of the training and network with the human service providers in the community to recruit and screen appropriate candidates to fill those identified positions.

Management

FF. Who is the designated Workforce Center Site Manager in each of your WorkForce Center (WFC) locations? Describe how this manager integrates core service activities including daily work direction. (*Copy and paste additional fields as needed.*)

WFC: Minneapolis North

Site Manager Name: Obie Kipper

Description:

Core services at this WFC are provided through contracts with the local WFC Site Manager, Goodwill Easter Seals (GWES) and Rehabilitation Services (RS). In the offering of core services, the WFC Site Manager provides daily work direction, coordinates staff assignments and provides training opportunities to all staff, including direct reports as well as staff of RS and GWES. The site manager participates in the selection process and performance review for staff of GWES as agreed by contract.

WFC: Minneapolis South

Site Manager Name: Sue Meredith

Description:

Core services at this WFC are provided through contracts with the local WFC Site Manager, Goodwill Easter Seals (GWES) and Rehabilitation Services (RS). In the offering of core services, the WFC Site Manager provides daily work direction, coordinates staff assignments and provides training opportunities to all staff, including direct reports as well as staff of RS and

GWES. The site manager participates in the selection process and performance review for staff of GWES as agreed by contract.

GG. List one Americans with Disabilities Act (ADA) coordinator for all partner programs in your local area.

Name: Anne Fischer
 Title: Family Support Specialist III
 Phone: (612) 673-6221
 TTY: (612) 673-2157
 E-mail: Anne.fischer@ci.minneapolis.mn.us

HH. Who is the local Equal Opportunity Officer? Please include a copy of an organizational chart. (*WIA Law, Section §188, WIA Final Rules and Regulations – 29 CFR, Part 37, Section §37.23*).

Name: Anne Fischer
 Title: Family Support Specialist III
 Phone: (612) 673-6221
 TTY: (612) 673-2157
 E-mail: Anne.fischer@ci.minneapolis.mn.us
 Reports To (Name): Deb Bahr-Helgen
 Reports To (Title): Director, Minneapolis Employment and Training Program

II. Please list one English as a Second Language (ESL) coordinator for all partner programs in the local area.

Name: **Anastacia Belladonna**
 Title: **Coordinator, Multicultural Services, City of Minneapolis**
 Phone: **(612) 673-3737**
 TTY: **(612) 673-2157**
 E-mail: **Anastacia.belladonna@ci.minneapolis.mn.us**

JJ. Who is the local program complaint officer?

Name: Anne Fischer
 Title: Family Support Specialist III
 Phone: (612) 673-6221
 TTY: (612) 673-2157
 E-mail: Anne.fischer@ci.minneapolis.mn.us
 Reports To: Deb Bahr-Helgen, Director, METP

Please list the programs this individual is responsible for taking complaints:

This person takes complaints from all programs except the SCSEP and coordinates resolutions with appropriate program authority.

If the individual is NOT the complaint officer for any of the core partner programs, please indicate the complaint officer for each of the other programs: **Jeanette takes complaints for the SCSEP only**

Name: Jeanette Lieberman
Title: Director, Minneapolis Urban League
Phone: (612) 302-3136
TTY: Relay service (800) 627-3529
E-mail: jlieberman@mul.org
Reports To: Clarence Hightower

KK. Who is the local data practices compliance official? To whom does the individual report?

Name: Craig Steiner
Title: City Clerk
Phone: (612) 673-3282
TTY: (612) 673-2157
E-mail: Craig.steiner@ci.minneapolis.mn.us
Reports To: Steven Ristuben

IV. Statewide Performance Standards

- A. The tables below indicate the local area's target level of performance for the common measures for the core partner programs. These are the minimum standards for which each locality will be held responsible. Upon notification to DEED, local areas can set higher standards for which they will be held responsible.

Statewide Performance Measures Program Year 2006 July 1, 2006 to June 30, 2007	Core Services (Wagner-Peyser and WIA Title I-B)	Adult (WIA Title I- B)	Dislocated Worker (WIA Title I-B and State)	Senior Community Service Employment Program (SCSEP)
Entered Employment Rate: Of those not employed at registration: Number of adults who have entered employment by the end of the first quarter after the exit quarter <i>divided by</i> Number of adults who exit during the quarter	To Be Determined	86%	87%	To Be Determined
Employment Retention: Of those employed in the first quarter after the exit quarter: Number of adults who are employed in the second and third quarter following the exit quarter <i>divided by</i> Number of adults who exit during the quarter		85%	89%	
Six-Month Earnings Change: Of those employed in the first quarter after the exit quarter: Total post-program earnings (earnings in quarter 2 + quarter 3 after exit quarter) <i>minus</i> Pre-program earnings (earnings in quarter 2 + quarter 3 prior to registration) <i>divided by</i> Number of adults who exit during the quarter A new performance measure is being developed to replace the "Six Month Earnings Change". The effective date and the particular standard will be forthcoming.		\$4,900	-\$2,800	N/A
Employment and Credential Rate: Of adults who received training services: Number of adults who were employed in the first quarter after the exit quarter and received a credential by the end of the third quarter after the exit quarter <i>divided by</i> Number of adults who exit during the quarter.		72%	69%	N/A

Customer Satisfaction Standards	Program Year – 2006
Participant:	75%
Employer:	76%

Statewide Performance Measures Program Year 2006 July 1, 2006 to June 30, 2007	Rehabilitation Services	State Services for the Blind
Employment Outcomes: Performance Indicator 1.1 – Comparison of Employment Outcomes The number of individuals exiting the VR program with an employment outcome during the current program year compared to the number of individuals exiting the VR program with an employment outcome during the preceding program year.	2,220	128
Performance Indicator 1.2 – Entered Employment Rate Of all of the individuals who exited the VR program after receiving services, the percentage of those who achieved an employment outcome.	55.8%	68.9%
Performance Indicator 1.3 – Wage at Placement Of all the individuals determined to have achieved an employment outcome, the percentage who exit the VR program in competitive, self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage.	72.6%	35.4%
Performance Indicator 1.4 – Wages at Placement for Those with Significant Disabilities Of all individuals who exit the VR program in competitive, self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage, the percentage who are individuals with significant disabilities.	62.4%	89.0%
Performance Indicator 1.5 – Comparison of Wages of VR Placements as Compared to the Overall Wage Level The average hourly earnings of all individuals who exit the VR program in competitive, self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage as a ratio to the State's average hourly earnings for all individuals in the State who are employed.	.52 (Ratio)	.59 (Ratio)
Performance Indicator 1.6 – Enhancement of Self-Sufficiency Of all individuals who exit the VR program in competitive self-, or business enterprise program (BEP) employment with earnings equivalent to at least the minimum wage, the difference between the percentage who report their own income as the largest single source of economic support at the time they exit the VR program and the percentage who report their own income as the largest single source at the time they apply for VR services.	53.0 (Math Difference)	30.4 (Math Difference)
Equal Access to Services: Performance Indicator 2.1 The service rate for all individuals with disabilities from minority backgrounds as a ratio to the service rate for all non-minority individuals with disabilities.	.80 (Ratio)	.80 (Ratio)

NOTE: These percentages are national standards set by the Rehabilitation Services Administration. There is a formula for the general agency and a different formula for the agency serving the Blind to determine whether the standard was met.

- B.** What percentage of the people in training (not pre-vocational services) is in training programs that lead to targeted high-growth and high-wage industries, demand driven occupations, and/or career laddering occupations?

(Note: There is a recommended state benchmark level of 60 percent.)

(Reference Section I., item D or Section III., item N of this plan)

Minneapolis will adopt the state's recommended benchmark of directing 60% of our WIA Adult and Dislocated Worker clients who receive training into training programs (non short-term prevocational) that prepare job seekers for high-growth and high-wage industries/occupations, demand-driven occupations, and/or career laddering occupations.

What is your rationale for choosing this target and what is your time frame for achieving it?

In an informal assessment of where training dollars have recently been spent, based on the job counselor's and job seeker's careful assessment of the best options for the client, it appears that the WSA is already focusing on the 6 main industries that we have selected as our top high-wage and/or high growth industries. We will begin specifically targeting 60% of our training dollars to prepare job seekers in these 6 areas at the beginning of the next program year.

- C.** Review Customer Satisfaction Survey results at <http://www.deed.state.mn.us/customersurvey/index.htm>.

What steps will your local level take to improve customer satisfaction?

Our customer satisfaction scores over the last 5 quarters indicate that the WSA is close to the state's goal of 75% for participant customer satisfaction with recent scores of 74.1%, 75.5% and 73.1%. The WSA will analyze the detailed results of our Customer Satisfaction Survey and look for opportunities to make specific improvements. The improvements may involve identifying and removing potential barriers for customers, improving how services are provided, and/or pro-actively planning for future customer needs. As DEED notes, "Factors other than quality of service, such as regional differences in economic conditions, customer characteristics, and funding available, may affect customer satisfaction". The WSA will also work to understand how these factors vary and what their influence, if any, is on customer satisfaction.

V. Program-Specific Planning Requirements

Workforce Investment Act Title I-B and State Dislocated Worker Program

A. If the WSA has made any changes since the Program Year 2005 plan in the priorities of service for the WIA Title I-B Adult program or the state and federal Dislocated Worker programs, please describe the new priorities of service.

Change _____ No Change X

Description of change:

B. Please complete **Attachment B** forms indicating the Budget and Participant Information Summaries for WIA Title I-B Adult, WIA Title I-B Dislocated Worker, and State Dislocated Worker programs.

Reference Attachment B

C. If the needs-related payment system has changed since last year's plan submittal, please describe the new needs-related payment system. Please include a copy of the needs-related payment system describing the procedures to be used, what is covered by the system and how the need is determined and documented. (PLEASE NOTE: Needs-related payments are NOT allowed for either State funded or WIA funded Dislocated Worker Programs.)

Change _____ No Change X

Description of change:

D. Please submit a general project description of services to those affected by a mass layoff by completing the following questions.

Background

Each local workforce service area should complete an annual General Project Description provide general descriptions, services, and assurances.

When seeking funding for mass layoffs, local workforce service areas must still submit Project-Specific Plans to the Dislocated Worker Unit for review and funding approval.

a. Project Planning:

Describe how the workforce affected by mass layoffs will be evaluated as to the services that will be needed and offered. Describe efforts to use the Employee-Management Committee's oversight role, coordinate agency services, develop partnerships, and consult with affected labor unions.

The WSA will seek information from a variety of sources that may provide insight into the needs of the worker group affected. Included in our review of worker needs will be the results of the rapid response survey. Pertinent information will also be gathered from the Employee Management Committee, union representatives, and other company/industry sources. This information will be weighed with an analysis of how worker education, skills, and experience compare with current labor market needs and future projections. This analysis will help

inform the process as the WSA anticipates group needs, plans for appropriate allocation of resources, considers potential workshop topics, and makes training available to address specific worker needs.

A special project may present opportunities for coordination with outplacement agencies hired by employers to assist laid-off workers/labor unions. Coordination may involve outreach and/or services delivered at the employee's worksite, union, or at an outplacement agency. The Employee Management Committees may be able to facilitate outreach, communication with workers, scheduling of meetings and events, and other matters.

In addition, there may be opportunities for coordination with TAA, Rehabilitation Services, and other union or employer-based training and/or transition services. The WSA will work in cooperation and collaboration with all relevant resources in order to maximize the availability and effectiveness of services to affected workers and employers.

The WSA is also a partner in local and regional, workforce development systems and economic development and planning initiatives. As such, the WSA has established, cooperative, formal partnerships with mandatory partners in the local WorkForce Center System (including Job Service, Rehabilitation Services, Trade Adjustment Assistance, veterans' services, and others). The WSA offers partnerships that reach beyond the mandatory partners, including, by design, an array of affiliated agencies/sites. These partnerships are created and maintained via Memoranda of Understanding, contracts, and other mutual agreements. Accountability to and oversight by Local Elected Officials and Workforce Councils will help to ensure coordination and cooperation.

In addition to the ongoing partnerships and collaborations that are part of the WSA's local workforce development system, WSAs may form collaborations with each other and with WSA-approved partner agencies in order to mobilize staff resources to serve larger groups of laid off workers and/or workers spread around the region.

b. Outreach and recruitment:

Describe general efforts to conduct outreach and recruit dislocated workers.

The WSA will seek to facilitate outreach and recruitment by coordinating with Employee Management Committees, unions, employers, rapid response staff, outplacement agencies, WorkForce Center System partners, and any other relevant resources. Efforts will be made to communicate with all affected employees about their potential eligibility for dislocated worker services, and, where appropriate, to provide information about other relevant WorkForce Center System services as well. Methods may include on-site meetings, worksite e-mail systems, union communications mechanisms, mailings, web sites, or any other available means of ensuring information is effectively distributed.

The WSA has effective communications mechanisms available to notify local and regional workforce development system partners about the availability of grant funding for a particular worker group and provide intake information so that referrals for eligibility screening and intake can readily be made directly to appropriate project staff. The WSA posts project and intake information on its website to facilitate access and appropriate referrals. The DEED website may also serve to provide up-to-date information on current projects and direct referral/intake information, as well as, to facilitate access to services for those who seek information there.

The WSA will work with rapid response staff to communicate about services in a manner that ensures that workers have appropriate expectations regarding service access. Such communications should cover both universal services available without eligibility screening and the possibility of dislocated worker services for those both eligible for and in need of such assistance. In addition, the WSA will emphasize that individual assessment typically leads to service plans that differ from person to person, since each individual differs with regard to needs, interests, experience, education, goals, etc.

c. Project description:

- Describe core and intensive services typically provided in a project
- Describe training approaches that have been found to be successful in your area
- Describe areas of training that are representative of high-growth occupations or industries in your areas.
- Describe the support services generally made available in your area. Please provide any criteria or policies you have that help define where certain support services will be provided.

- In addition to outreach, core and intensive services will include eligibility determination and orientation/intake to services, individual assessment, and development of individual service plans. Assessment may include skilled interviews by program staff, analysis of marketability and transferability of skills, as well as measurement of skills/aptitudes/knowledge/interests/etc., as needed. Assessment will include attention to relevant labor market information. These services may also include career counseling, job clubs, job search and job development assistance. In some cases, services, or portions of services may be in the form of pre-layoff assistance and/or early readjustment assistance.
- Successful training approaches in the WSA have typically included classroom training to provide updated skills that add to existing training, skills, and experience in order to meet current market demands and enhance marketability for comparable employment. When needed, occupational skills training is used to prepare participants who have little opportunity to market present skills for

new careers/occupations that offer opportunities for comparable employment. Entrepreneurial training is used on occasion for dislocated workers who wish to start their own business endeavors and have reasonable prospects for succeeding with such a plan. For those who need to improve basic skills, basic and remedial education, including literacy training, will be encouraged and included in service plans, whenever possible. Due to a metro area job market offering a broad array of industries and occupations within reasonable commuting distance, the WSA has found less frequent need for on-the-job training, out-of-area job search, or relocation assistance; however, these can be provided for when the need arises.

- Some examples of training programs available in the area that are representative of high-growth occupations/industries (and that fit the usual parameters and needs in dislocated worker programs) include: various levels of nursing occupations, medical secretaries, legal secretaries, accounting occupations, computer software engineers, truck drivers, and machinists.
- Supportive services may include assistance with family care, transportation, health care assistance, emergency health insurance, personal financial and legal counseling, housing or rental assistance, tools and clothing needed for employment, and other appropriate emergency financial assistance. Whenever possible, these needs are provided for by referral to other resources so that project resources are conserved for needs otherwise unmet in the community service system. Dislocated worker funds may be used to provide for family care and transportation needs associated with participation in training and/or job search. They may also be used (generally on a one-time-only basis, since resources are not intended as continuing income support) to assist with other pressing needs that need to be resolved in order that the participant can continue to make progress in training and/or job search and ultimately reach employment goals. Need for such special assistance is determined on an individual basis, and takes into account household/family income and expenses. The intention is to help people over temporary “bumps in the road”; if the same “bump in the road” is likely to recur every month, then other solutions are sought to reduce expenses sufficiently that the participant can meet ongoing “basic living” expenses without continuing program assistance. General guidelines and review of precedents (as well as available resources) help determine limits on assistance provided.

d. Project accountability:

Please provide assurances that any project conducted in your area will incorporate approved performance standards and the common measures.

The WSA assures that projects for which it is the grantee will incorporate approved performance standards and the common measures. Performance goals will be developed for each project. Sub-recipients will be assessed

quarterly and progress evaluated against established goals.

Please provide assurances that the required reports will be timely and accurate.

The WSA assures that required reports for its grants will be timely and accurate.

- E. Please describe any changes from last year's submittal in how your services are provided to those affected by a mass layoff that is certified under the Trade Act and eligible for assistance under the Trade Adjustment Assistance (TAA) program.

No changes

- F. Please identify a rapid response liaison in each Workforce Service Area for mass layoffs and provide their name, phone number and e-mail address. This individual would be the interface between the state Rapid Response Team and the local elected officials. The individual would also represent the WIB and local service provider, and would provide appropriate assistance to the state Rapid Response Team in dealing with mass layoffs in the local area.

Name: (Primary) Catherine Christian

Phone: 612 673-6230

TTY: 612 673-2157

E-mail: catherine.christian@ci.minneapolis.mn.us

Name: (Alternate) Savi Samaroo

Phone: 612 673-6229

TTY: 612 673-2157

E-mail: savi.samaroo@ci.minneapolis.mn.us

- G. How has the WSA implemented the Individual Training Account methodology? What specific local policies have been adopted to:

- target training that results in high-growth/high wage jobs and/or jobs in high growth/high wage industries.
- target training that results in jobs in high demand or in jobs with a career laddering.
- use the WIA certified program list.
- afford the customer choices in program selection.
- provide training to those individuals who can benefit most from training.
- set forth individual time and expenditure limits.
- coordinate WIA assistance with other forms of assistance (e.g. Pell grants).
- monitor individual customer training progress.
- allow the customer to know individual balances of time and expenditure.

Description:

The WSA has adopted the state's recommended benchmark goal of 60% for clients who receive training (not pre-vocational services). Training will be focused on programs that lead to jobs in high-growth and high-wage occupations and/or industries, in demand occupations and/or that offer career laddering.

All non short-term, prevocational training programs funded by the WSA with either WIA Adult or Dislocated Worker funds are required to be WIA certified.

Each job counselor develops an Individual Service Plan based on an assessment of the client's needs and goals. The client's plan is then matched with training options that best meet the client's needs within the amount of funds available to the client. The Internet System for Education and Employment Knowledge (ISEEK) is routinely consulted to help maximize the client's awareness of options available to him or her. The job counselor's expertise and experience with training providers also helps inform the customer's choice.

Before training is approved by the WSA, job counselors are required to examine all relevant data on each client's individual need, ability to benefit from training, and potential marketability following the completion of training. The ability to benefit from training means, in most cases, that the client could reasonably be expected to complete the proposed training with clearly marketable skills and characteristics. Since the goal of the program is successful employment, the training plan must adequately demonstrate that the client can likely achieve that goal.

The WSA does not set rigid time and expenditure limitations for ITAs. The overriding philosophy is that training duration, cost and level should be only what is required to achieve comparable, secure employment. Necessary costs for training are considered carefully, in the interest of cost efficiency and assisting as many participants as possible. If two options are relatively comparable and one is less expensive than the other, the less expensive option is preferable. If the participant strongly prefers a more expensive option, may be permissible to fund the lower cost and let the participant make up the difference (but only if it is clear that the participant can and will do so). However, in the interest of expediting a client's training process and return to the workforce, the WSA may permit somewhat more costly options. If the less costly options would cause delays in returning to work (either by being unavailable when needed or by stretching training over a significantly longer period of time), more expensive options that are available and/or condensed may be justified. An informal guideline for determining if a plan for an individual's time and expenditure for training is justifiable would be that if the assessment determines that the barriers are substantial enough to justify a two-year technical/community college retraining program, other options comparable to the typical cost for that type of program may be considered. Shorter-term, more condensed options that will return participants to work sooner are preferred.

The WSA uses an "Authorization of Funding" form to coordinate WIA training dollar expenditures with other forms of assistance. This form, which must be completed for each client seeking funding for training with WIA money, requests that the client and job counselor account for any Pell Grants or other forms of financial aid on the form. Financial aid is then applied to training costs as required.

Individual progress through training programs is tracked informally through the job counselor in the client's case notes. The client's progress is also tracked more formally through grade reports and certificates of completion from the training institution providing the services. Copies of both are maintained in the client's case file.

The client's time and expenditures are also tracked through the client's file. Documentation may include completed Authorization of Funding forms, Check Request forms, grade reports, certificates of completion and case notes along with the original training plan that initiates and plans the training process. All these documents allow the client and job counselor to view a snapshot of where the client began and where they are in their progress at any given time. Clients may periodically review their time and expenditure balances in their case files.

H. Who will be required to sign off on an ITA?

The job counselor works with his/her client to complete a training plan and then an Authorization of Funding form. This form is then submitted to the WSA staff person who is responsible for maintaining and administering all WIA Adult and Dislocated Worker training funds. The training institution receives a copy of this form which notifies them that the WSA will cover agreed upon costs and a copy of the form is retained in the client's case file.

I. What is the payment mechanism for the ITA? (i.e., vouchers, electronic fund transfer, and other methods)

All ITAs are administered through a WSA staff person. The Authorization of Funding form that the WSA has developed is widely accepted at all training institutions in the metro area. Invoices are generally sent to the job counselor for each client. The job counselor checks the invoice and then forwards it on to the WSA staff person with a check request form for payment directly to the institution. Some organizations are also set up to receive payment through electronic transfer of funds.

Rehabilitation Services / State Services for the Blind

J. What efforts and strategies are being implemented by Rehabilitation Services and State Services for the Blind to move customers to high growth/high wage jobs and/or industries, to jobs in demand, and/or to jobs with career laddering?

State Services for the Blind is implementing or has implemented the following efforts and strategies to move customers to high growth/high wage jobs and/or industries, to jobs in demand and/or to jobs with career laddering. Counselor knowledge of these specific employment opportunities and issues will be communicated to customers as part of the comprehensive assessment.

- Counselors actively participate on local and regional teams facilitated by BSS
- Counselors attend LMI training every two years to maintain skills in utilizing information when assisting customers to choose a career goal
- Counselors will be trained in utilizing Occupations in Demand information developed by Anthony Schaffhauser so that this information can be provided

customers as part of the informed choice process
 Counselors will coordinate with BSS staff prior to making employer contacts to insure current and accurate knowledge of employer needs.

The Business Services Specialists will share information about regional and local business needs, including occupations that are in demand and offer career opportunities resulting in job stability and economic gain.

In 2005 and 2006 Rehabilitation Services adopted the policy that has been implemented toward meeting business needs by only supporting Individual Employment Plans that will lead to the customer (client) achieving an employment goal that is in a high growth industry that offers opportunities for job stability, economic gain and promotion. All Rehabilitation Services counseling and placement staff have taken and completed labor market information training in an effort to enhance our efforts and strategies when working in high growth/high wage job opportunities through the business community. In addition, the Navigator Program and the Ticket to Work Program will enhance further employment opportunities in the Business sector.

The Rehabilitation Area Managers are members of the Work Force Investment Boards who are determining the local, targeted high growth/high wage industries and demand driven and/or career laddering occupations. The Rehabilitation Area Managers are sharing this information with the Rehabilitation staff and working in a collaborative effort with Workforce partners to ensure high growth/high wage jobs and opportunities for our customers.

Senior Community Service Employment Program (SCSEP)

K. If there have been any changes in the Program Year 2005 WSA Senior Community Service Employment Program (SCSEP) plan in the priority of service, in addition to those already required by law and/or by regulations, please describe the new priority of service.

Change _____ No Change X

Description of change:

N/A

L. Please complete the Budget and Participant Information Summaries (**Attachment B**) for SCSEP.

Reference Attachment B

M. Describe any strategic planning for future activities in SCSEP that will ensure better services to the 55 and older population.

Emphasis will be placed on those areas and pockets of poverty that have the highest percentage of aging persons. The SCSEP will recruit through outreach to senior housing, churches, senior centers, veteran centers, nutrition sites, public presentations and announcements, the media and other appropriate sources. Special efforts will be made to impact minority communities to assure an equitable participation of eligible minorities. Efforts include advertising with

local media that has a high percentage of minority listeners, targeting print media to areas with dense populations of minorities and collaborating with fellow agencies who primarily serve minorities.

For Program Year 2006, how will SCSEP coordinate with other programs in the local workforce area?

The Seniors in Community Service Program has established excellent on-going working relationships and linkages with the State Office on Aging, the Area Office(s) on Aging, and the other Title V local and national sponsors and with a cross-section of other social service delivery agencies. The project has also established good on-going cooperative relationships with other local and state prime sponsor(s), the employment service, the Older Workers Training Programs, various state and local councils on aging, and with state and local government agencies and officials. When eligible, participants will be co-enrolled in the One-Stop system, usually through WIA providers. The Minneapolis Urban League is a member of a group of organizations called Neighborhood Employment & Training (NET) all of whom are WIA providers. All of the agencies provide a continuum of employment and training services such as job placement, job development and retention services. In addition, our NET partner agencies provide hard skill training programs such as Maintenance, Clerical Skills, Bank Skills and others. The co-enrollment and referrals will occur through both written and verbal forms and will be documented in the participants file.

All slots and positions will be listed with the state employment security agencies, Welfare Departments, Workforce Area Offices, and other programs serving the aged in the area.

N. Are there any changes from PY 2005 planned in each of these SCSEP components?

- Recruitment and selection of enrollees
 Change _____ No Change X
- Continued eligibility for enrollment in the SCSEP
 Change _____ No Change X
- Physical examinations
 Change _____ No Change X
- Orientations (Include current copies of your operation manuals and procedures, including orientation materials provided to participants on policies)
 Change _____ No Change X
- Assessments
 Change _____ No Change X
- Individual Employability Plan (IEP)
 Change _____ No Change X
- Assignment to community service
 Change _____ No Change X
- Training during community services assignment and other training

- Change _____ No Change X
- Supportive services
Change _____ No Change X
- Participant transportation
Change _____ No Change X
- Placement into unsubsidized employment
Change _____ No Change X
- Maximum duration of enrollment
Change X No Change _____
- IEP related terminations
Change _____ No Change X
- Participant complaint resolution
Change _____ No Change X
- Over-enrollment
Change _____ No Change X
- Maintenance of Effort
Change _____ No Change X
- Procedures for payroll and payment of workers' compensation costs
Change _____ No Change X
- Collaboration
Change _____ No Change X

Description of any changes noted above:

There is no maximum duration for enrollment (previous year indicated a two year time limit)

O. Describe any changes from last year in how SCSEP will target the following groups:

- Racial or ethnic minorities
Change _____ No Change X
- Native Americans
Change _____ No Change X
- People with limited English proficiency
Change _____ No Change X
- Individuals with the greatest economic need
Change _____ No Change X
- Individuals with poor employment prospects
Change _____ No Change X
- Veterans

Change _____ No Change X

- Persons who are at least 60 years of age
Change _____ No Change X

Description of any changes noted above:

N/A

P. Specify: (For program year 2006)

- the number of authorized SCSEP employment positions;
Number: 23
- the number of unsubsidized placements to be achieved during the funding period;
Number: 6
- the number of participants to be served during the program year;
Number: 29

VI. Cost Category Detail

Glossary of Terms

Definitions of Categories:

ADMINISTRATION COSTS: Costs are defined by WIA Final Rules and Regulations – 20 CFR, Section §667.220 and are generally associated with the expenditures related to the overall operation of the employment and training system. For non-WIA programs, include the administrative expenditures in accordance with the appropriate rules and regulations.

CORE SERVICES: Core services are defined at WIA Law, Section §134(d)(2). Core services are universal services designed to give the general customer an orientation to the local, state, and national labor market. These services are available to the general public and are to be provided at the same high level by each appropriate One-Stop partner. Examples include reception staff costs (including backup duties), resource area staff costs, workshops, printed materials, share of rent, etc. **Services that were deemed previously to be CORE II services are to be considered INTENSIVE SERVICES.**

DIRECT CUSTOMER TRAINING COSTS: Any tuition, books, fees, OJT reimbursements, participant wages & fringes (SCSEP), and Personal Adjustment/ Independent Living Skills Training (Rehab. Svcs), provided directly on the customer's/consumer's behalf. For non-WIA programs, include the expenditures in accordance with the appropriate rules and regulations. **DO NOT INCLUDE STAFF COSTS.**

SERVICE RELATED COSTS: All staff, office supplies and other costs necessary to process customers in some type of intensive, vocational counseling and/or training services, exclusive of actual monies spent on tuition, books, OJT reimbursements, Job Coaching – Supported Employment, Personal Assistance Services (Rehab. Svcs.), or other direct and tangible training goods and services received by customers. For WIA programs, this is defined in WIA Law, Section §134(d)(3) and §134(d)(4). For non-WIA programs, include the expenditures in accordance with the appropriate rules and regulations.

SUPPORT SERVICES: Costs for services and items considered necessary for job seeker participation in the program including, but not limited to: transportation, housing/rental assistance, health and medical costs, needs-based payments (not allowed for Dislocated Worker Programs), travel assistance, legal aid, personal counseling, clothing, tools, etc. For non-WIA programs, include the expenditures in accordance with the appropriate rules and regulations.

Individual Definitions:

ACTUAL EXPENDITURES AND ACCRUED OBLIGATIONS: Costs that have been incurred, including both that have been paid, and those obligations that have not been paid.

ADVERTISING: Costs associated with the preparation and distribution of outreach material to employers and job seekers.

BOOKS: Costs associated with customer instructional and classroom books and materials.

DATA LINES: All chargeable data line costs (i.e. T1 lines) associated with a program component.

MATERIALS: Costs associated with the distribution of resources to customers.

ON-THE-JOB TRAINING: Costs associated with reimbursements to employers for training costs for customers training under On-the-Job Training contracts.

RENT: All chargeable space costs necessary for the program component such as rent, taxes, electricity, water, custodial, building repairs, parking lots, waste removal, etc.

SALARIES/FRINGES: All staff salaries/fringes associated with the program component, whether full time or part-time. Include sick pay, holiday pay, vacation pay, jury pay, differential pay, FICA costs, pension costs, health insurance, life insurance, workers' compensation, etc.

STAFF TRAINING: All staff conference fees associated with training sessions associated with the program component. Include travel costs, meals, hotel costs, etc. associated with these training sessions. **DO NOT INCLUDE STAFF SALARIES/ FRINGES THAT WOULD ORDINARILY BE PAID IF THE STAFF MEMBER WAS IN THE OFFICE.**

STAFF TRAVEL: All staff travel costs associated with a program component. **DO NOT INCLUDE** travel costs associated with staff training.

SUPPLIES: Expendable supply/ costs associated with a program component.

TECHNOLOGY or EQUIPMENT: Costs associated with the purchase and/or lease of equipment for a program component. Costs include any freight and/or installation.

TUITION: Costs associated with customer classes, workshops, and seminars.

UTILITIES: Costs associated with heat, water, and electricity, etc. (not otherwise noted) and the use of telephones/telecommunication devices (not otherwise noted) for a particular program component.

List of Acronyms used in budget sheets:

DW – Dislocated Worker Program

FSET – Food Support Employment & Training Program

MFIP/TANF – Minnesota Family Investment Program/ Temporary Assistance for Needy Families

MYP – Minnesota Youth Program

RS – Rehabilitation Services

SCSEP – Senior Community Service Employment Program

SSB – State Services for the Blind

WIA – Workforce Investment Act

WP – Wagner-Peyser

WSA – Workforce Service Area

VI. – A. Cost Detail for Employment and Training Services

Cost Detail for Employment and Training Services Listed by Program

Complete the Microsoft Excel worksheets in **Attachment D** to report the five cost categories for **EACH** applicable **program**, (i.e., Wagner-Peyser, WIA Adult, WIA Dislocated Worker, State DW, WIA Youth, MN Youth, MFIP/TANF, Rehabilitation Services, State Services for the Blind, FSET, SCSEP) Reference Attachment D

Use Section #1 to record actual expenditures and accrued obligations of **each program** for the period 7-1-05 thru 3-31-06.

Use Section #2 to record the estimated expenditures of **each program** for the period 4-1-06 thru 6-30-06.

Use Section #3 to record the estimated expenditures of **each program** for the period 7-1-06 thru 6-30-07. Refer to Section VII. – E. 2006 Allocations for amounts.

NOTE: In the case of a subgrantee operating within both a WFC and non-WFC, please submit separate sheets reflecting the two different scenarios.

Completion of the following is needed:

1. Individual Cost Detail form – Employment and Training Services

Complete one page (Section #1, Section #2, and Section # 3) **for each WFC, each non-WFC, each subgrantee in a WFC, and each non-WFC subgrantee**, within your Workforce Service Area (WSA) that includes cost categories for **each** applicable **program** for the specified timeframes of each section. Copy and add pages as needed. Also, copy and paste columns as needed for additional programs not listed.

VI. – B. Cost Detail for Infrastructure (Physical Sites)

Cost Detail for Infrastructure (Physical Sites) Listed by Partner

Note: The information below is completely separate from the previous pages. The information contained in Section VI.-A. and Section VI.-B will be used differently.

Complete the Microsoft Excel worksheets in **Attachment D** to report the five cost categories for **EACH** applicable **partner**, (i.e., the WSA itself, Wagner-Peyser, Rehabilitation Services, State Services for the Blind, MFIP/TANF, FSET), within the WFC that contributes to the costs of maintaining the physical site.

Reference Attachment D

Use Section #1 to record actual expenditures and accrued obligations of **each partner** for the period 7-1-05 thru 3-31-06.

Use Section #2 to record the estimated expenditures of **each partner** for the period 4-1-06 thru 6-30-06.

Use Section #3 to record the estimated expenditures of **each partner** for the period 7-1-06 thru 6-30-07.

Completion of the following is needed:

1. Individual Cost Detail form – Infrastructure (Physical Sites)

Complete one page (Section #1, Section #2, and Section #3) **for each WFC** within your Workforce Service Area (WSA) that includes cost categories for **each** applicable **partner** for the specified timeframes of each section. Copy and paste columns as needed for additional partners and subgrantees on site not listed.

A. Describe what policies are in place within subgrantee agreements to assure coordination and non-duplication of services within the Workforce Service Area.

Description:

The WSA has a multitude of checks and balances built into a decentralized service delivery system that utilizes a large number of subgrantees.

The West Metro Job Partners Steering Committee provides guidance to the one-stop system and helps ensure an integrated service delivery system. This body, which meets monthly, includes representatives from partners and programs such as Rehabilitation Services, State Services for the Blind, and Job Service from both the City of Minneapolis and Hennepin County.

The WSA's local Memorandum of Understanding, with Rehabilitation Services, State Services for the Blind, Job Service, and Minneapolis Community and Technical College, describes how services will be coordinated to prevent duplication. Since the WSA has a decentralized delivery system with a number of subgrantees providing various services, coordination is essential. The City of Minneapolis' two WorkForce Centers are connected electronically. All subgrantees work with customers to ensure that the most appropriate service provided by all partners is selected. Staff from all partner programs are continuously trained in the services provided by individual programs that make up the West Metro service delivery system.

The WSA also partners with the Neighborhood Employment Network (NET) which operates a coalition of employment and training providers who meet regularly to share common strategies, reduce service overlap, and improve service delivery.

The WSA's Dislocated Worker Task Force Committee meets on a quarterly basis to coordinate services and to facilitate discussion between service providers. This group is made up of members of the City of Minneapolis' Private Industry Workforce Council Dislocated Worker Committee and the subgrantees that provide the service delivery.

B. Number of Core Customers:

For each of your WorkForce Centers, as a partnership, how many customers are expected to receive core services for the period 7-1-06 thru 6-30-07?

WorkForce Center North Minneapolis Estimated number of core customers: 18,500

WorkForce Center South Minneapolis Estimated number of core customers: 32,000

WorkForce Center _____ Estimated number of core customers: _____

WorkForce Center _____ Estimated number of core customers: _____

WorkForce Center _____ Estimated number of core customers: _____

WorkForce Center _____ Estimated number of core customers: _____

WorkForce Center _____ Estimated number of core customers: _____

WorkForce Center _____ Estimated number of core customers: _____

VII. Funding and Staffing

VII. - A. Staffing

Workforce Service Area: Minneapolis (10)

A. Please provide the **TOTAL** number staff for each WFC. Each partner is to complete the information. Please indicate your full-time and part-time equivalents* as of April 1, 2006. Do not include vacancies.

A	B	C	D	E	F	G	H	I	J	K	L
WorkForce Center	WSA Suprvsr	WSA Staff	WP Suprvsr	WP Staff	RS Suprvsr	RS Staff	SSB Staff	Non-Profit Staff	(Non-Profit) Name of Agency	Other Staff	(Other) Name of Agency
North Minneapolis	.25	10.75	.75	5	1	12		1	Goodwill/Easter Seals	3	UI Re-Employment Assistance, UI Tax Field Audit
								36	HIRED		
								1	Job Corps		
South Minneapolis	.25	10	1.25	8	1	15		3	Goodwill/Easter Seals	2	UI Re-Employment Assistance
								1	TRIO (MCTC)		

Column A – WorkForce Center: List each WFC in your WSA.

Column B – WSA Supervisors: Please identify the number of WSA managers located in each WFC. Do not include vacancies. Identify how the manager splits their time between WFCs (i.e., if the majority of a manager’s time is split between two WorkForce Centers, the table would indicate .50 for each of the two sites).

Column C – WSA Staff: Indicate number of WSA staff in the WFC. Do not include vacancies. If staff split their time between several sites, please indicate that in the table (i.e., .33 for each of three WFCs, etc). If staff are part-time, please indicate that also (i.e., .50, etc).

Column D – Wagner-Peyser Supervisor: Indicate the number of Wagner-Peyser manager(s) located in each WFC. Identify how the manager splits their time between WFCs (i.e., if the majority of a manager’s time is split between two WFCs, the tables would indicate .50 for each WFC).

Column E – Wagner-Peyser Staff: Indicate number of Wagner-Peyser staff in the WFC. If staff split their time between several sites, please indicate that in the table (i.e., .33 for each of three WFCs, etc). If staff are part-time, please indicate that also (i.e., .50, etc).

Column F – Rehabilitation Services Supervisor: Indicate the number of Rehabilitation Services manager(s) located in each WFC. Identify how the manager splits their time between WFCs (i.e., if the majority of a manager’s time is split between two WFCs, the tables would indicate .50 for each WFC).

Column G – Rehabilitation Services Staff: Indicate number of Rehabilitation Services staff in the WFC. If staff split their time between several sites, please indicate that in the table (i.e., .33 for each of three WFCs, etc). If staff are part-time, please indicate that also (i.e., .50, etc).

Column H – State Services for the Blind Staff: Indicate number of State Services for the Blind staff in the WFC. If staff split their time between several sites, please indicate that in the table (i.e., .33 for each of three WFCs, etc). If staff are part-time, please indicate that also (i.e., .50, etc).

Columns I and J – Non-Profit Staff and Agency Name: Identify the number of non-profit staff (who are not WSA staff) in the WFC. Include the name of their agency in Column J.

Columns K and L – Other Staff and Agency Name: Identify the number of full-time or part-time staff who are Field Audit, BCD Reps, non DEED, or non WSA in your WFC. List their agency in Column L.

*Full-time equivalents is a staff person who works more than 32 hours a week, receives benefits, etc. To separate out part-time from full-time, use the respective fraction of full-time. For instance, if one staff person works 40 hours a week and another works 20 hours a week part-time, the total would be 1.5 FTEs.

VII. - B. Business Services Staffing

Business Services Staffing

Business services are those activities that are carried out to fulfill the Business Services Plan described in Section III. Such activities DO NOT include job development services for specific customers.

Workforce Service Area: Minneapolis (10)

B. To separate out duties of staff who provide many services, please provide your best estimate of staff time spent on the Business Services function only (i.e., .25 FTE), by program, for your WSA, for the time period of 7-1-05 thru 6-30-06. Copy and paste columns as needed for additional programs not listed.

WP	WIA Adult	WIA DW	State DW	WIA Youth	MYP	MFIP/TANF	RS	SSB	FSET	LVER			
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
3										1			

C. To separate out duties of staff who provide many services, please provide your best estimate of staff time spent on the Business Services function only (i.e., .25 FTE), by program, for your WSA, for the time period of 7-1-06 thru 6-30-07. Copy and paste columns as needed for additional programs not listed.

WP	WIA Adult	WIA DW	State DW	WIA Youth	MYP	MFIP/TANF	RS	SSB	FSET	LVER			
FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
2.25							1			1			

VII. - C. Job Seeker Core Services Staffing

Job Seeker Core Services Staffing

Job Seeker Core Services are the universal services designed for the general public. Staffing examples include reception and resource area staff.

Workforce Service Area: Minneapolis (10)

- D. To separate out duties of staff who provide many services, please provide your best estimate of staff time spent on the Job Seeker Core Services function only (i.e., .25 FTE), by program, for each WFC within your WSA for the time period of 7-1-05 thru 6-30-06. Copy and paste columns as needed for additional programs not listed. Add/delete rows for WFC locations as needed.

List Program Name >	WP	WIA Adult	WIA DW	State DW	WIA Youth	MYP	MFIP/TANF	RS	SSB	FSET		
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
WFC: North Minneapolis	3.75	1		.25			.25	.5				
WFC: South Minneapolis	3	1.25	.25	.50			1	1				
WFC:												
WFC:												
WFC:												

- E. To separate out duties of staff who provide many services, please provide your best estimate of staff time spent on the Job Seeker Core Services function only (i.e., .25 FTE), by program, for each WFC within your WSA for the time period of 7-1-06 thru 6-30-07. Copy and paste columns as needed for additional programs not listed. Add/delete rows for WFC locations as needed.

List Program Name >	WP	WIA Adult	WIA DW	State DW	WIA Youth	MYP	MFIP/TANF	RS	SSB	FSET		
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
WFC: North Minneapolis	3.75	1		.25			.25	.5				
WFC: South Minneapolis	3	1.25	.25	.50			.50	1				
WFC:												
WFC:												
WFC:												
WFC:												

VII. - D. Funding

F. What resources are available within the local workforce investment system in each service delivery location (WorkForce Center and non-WorkForce Center)? As Program Year 2006 / Fiscal Year 2007 numbers may not be available, please use allocations as provided in Section VII. – E. 2006 Allocations. This is a summary sheet.

Workforce Development Funding Stream	TOTAL Resources Available (may fund staff)	WFC location							
		S Mpls	N Mpls	_____	_____	_____	_____	_____	_____
Resources under local Board control:									
Adult (WIA Title I-B)	\$	\$	\$	\$	\$	\$	\$	\$	\$
Dislocated Worker (WIA Title I-B)	\$	\$136,791	\$55,923	\$	\$	\$	\$	\$	\$
Minnesota Youth Program	\$	\$	\$	\$	\$	\$	\$	\$	\$
Senior Community Service Employment Program (SCSEP)	\$	\$	\$	\$	\$	\$	\$	\$	\$
State Dislocated Worker	\$	\$238,564	\$70,421	\$	\$	\$	\$	\$	\$
Youth (WIA Title I-B)	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other public funding (counties or cities)	\$	\$	\$	\$	\$	\$	\$	\$	\$
Private funding (foundations, non-profits, etc.)	\$	\$	\$	\$	\$	\$	\$	\$	\$

Workforce Development Funding Stream	TOTAL Resources Available (may fund staff)	WFC location: <u>S Mpls</u>	WFC location: <u>N Mpls</u>	WFC location: _____					
Resources under other local control:									
Food Support Employment and Training (FSET)	\$	\$	\$	\$	\$	\$	\$	\$	\$
Minnesota Family Investment Program (MFIP)	\$	\$539,516	\$265,670	\$	\$	\$	\$	\$	\$
Resources under State control:									
Rehabilitation Services	\$	\$1,883,257	\$864,482	\$	\$	\$	\$	\$	\$
State Services for the Blind	\$	\$	\$	\$	\$	\$	\$	\$	\$
Unemployment Insurance	\$	\$170,280	\$102,486	\$	\$	\$	\$	\$	\$
Veterans	\$	\$135,264	\$135,762	\$	\$	\$	\$	\$	\$
Wagner-Peyser Business Services	\$	\$175,068	\$	\$	\$	\$	\$	\$	\$
Wagner-Peyser Job Seeker Services	\$	\$358,339	\$358,782	\$	\$	\$	\$	\$	\$

VII. - E. 2006 Allocations

When issued, Final allocations will be inserted into the chart below.

2006 Allocations						
Wagner-Peyser	WIA Adult	WIA Dislocated Worker	State Dislocated Worker	WIA Youth	Rehab Services	State Services for the Blind

Training and Employment Guidance Letter No. 20-05 (March 14, 2006) has indicated that because of a problem with the calculation of the unemployed population in Areas of Substantial Unemployment (ASU), the United States Department of Labor (DOL) will not be able to calculate the full state adult and youth formula allocations in time for the beginning of Program Year 2006. In order to provide sufficient funding to allow programs to continue into Program Year 2006 and to avoid any disruption in program operations, DOL will provide interim partial allotments based on the minimum amounts states are guaranteed under the WIA formula minimum provisions. These provisions ensure that states receive a minimum amount equivalent to the higher of 90 percent of their prior year allotment percentage applied to the PY 2006 total funds available for states, or, if higher, 0.25 percent of the PY 2006 total funds available for states. For the adult portion, since appropriated funds are required to be issued in two portions, July 1 and October 1, the interim partial allotment for each portion would be proportionately based on the state's full year minimum amount. The interim partial amounts will be announced in early April. It is expected that the full amounts will be announced in mid-July.

This ASU calculation problem also applies at the state/substate level. Pursuant to instructions of the letter, DEED will recalculate substate ASU unemployed populations using the 1990 census. The results of this recalculation will be available in time to distribute the interim partial allotments to be issued in early April in **the Federal Register**. As agreed to by the Minnesota WorkForce Council Association (MWCA) and DEED, budget forms for Program Year 2006 will NOT be required until the FINAL allocations are issued in July, 2006.

For planning purposes only (given the reduction in national allocations), DEED estimates the following for Minnesota:

Rehab / SSB:	about the same
State Funded Dislocated Worker Program:	about the same
(A change in formula will affect individual WSA formula allocation)	
WIA Youth Program:	-11.83%
WIA Adult Program:	-11.82%
WIA Dislocated Worker Program:	-7.77%
(A change in formula will affect individual WSA formula allocation)	
Wagner-Peyser:	-12.59%

Certifications and Assurances

CERTIFICATIONS

By signing and submitting this plan, the local workforce investment board is certifying:

- A. that this *Program Year 2006 Local Plan for the Workforce Investment Act* was prepared and is in accordance with all applicable titles of the Workforce Investment Act of 1998 (WIA), Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with the Unified State Plan.⁽⁵⁾
- B. that members of the local board and the public including representatives of business and labor organizations have been allowed at least a thirty day period for comment and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) by the local board and that available copies of a proposed local plan are made available to the public through such means as public hearings and local news media. (WIA, Section §118 (c)).
- C. that the public (including individuals with disabilities) have access to the workforce investment board's meetings and information regarding the board's activities, including membership and meeting minutes.
- D. that it has established fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid to it through the allotments under WIA Title I-B, Title V of the Older Americans Act, and the State Dislocated Worker program.
- E. that veterans will be afforded employment and training activities authorized in WIA, Section §134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and compliance with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.)
- F. that it is a certifiable local Workforce Investment Board (WIB) and it will maintain a certifiable local Youth Council.
- G. that it will comply with the confidentiality requirements of WIA, Section §136 (f)(3).
- H. that it will ensure that no WIA Title I-B funds are used to assist, promote, or deter union organizing. (WIA, Section §181(b)(7))
- I. that it will comply with the nondiscrimination provisions of WIA, Section §188 and it's implementing Regulations at 29 CFR, Part 37. Each grant applicant for financial assistance as defined in Regulations 29 CFR, Part 37.4 must include in the grant application the exact language as is in the following (29 CFR, Part 37.20):

(5) The State Unified Plan is available on the DEED website <http://www.deed.state.mn.us/wia/unifiedplan/>.

ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA), the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:

- WIA, Section §188, which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I financially assisted program or activity;
- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color, religion, national origin; and sex;
- Section §504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;
- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and
- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs;
- The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A, which prohibits discrimination on the bases of race, color, creed, religion, natural origin, marital status, disability, status with regard to public assistance, sexual orientation, and age.

The grant applicant also assures that it will comply with Regulations 29 CFR, Part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

- J. that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA, Section §188, as provided in the regulations implementing that section.
- K. that this plan was developed in consultation with local elected officials, the local business community, labor organizations and appropriate other agencies.
- L. that it will comply with the Architectural Barriers Act of 1968, Sections §503 and §504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990.(6)
- M. that WIB members will not act in a manner that would create a conflict of interest as identified in Regulations 20 CFR, Section §667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he

(6) See WIA Title I-B Related Activities Manual at Chapter 5: Complaints and Grievances, Section 5.3: Discrimination Complaint Handling Procedures, http://www.deed.state.mn.us/wpd/policy/titleIB/5.0_complaints/complaints5.3.htm

represents and any matter that would provide a financial benefit to that member or to his or her immediate family.

- N. that a Cost Allocation Plan is in place and available upon request for each WorkForce Center in the workforce service area.
- O. that the required voter registration procedures described in Minnesota Statutes §201.162 are enacted without the use of federal funds.
- P. That insurance coverage be provided for injuries suffered by participants in WIA Title I-B work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations 20 CFR, Section §667.274.
- Q. that the local WIB policy on fraud and abuse adheres to Chapter 2.9 of WIA Title I-B and Related Activities Manual as required under Regulations 20 CFR, Section §667.630 (The local policy is to be in accordance with State requirements.(7))
- R. that it has provided an opportunity for public comment and input into the development of plan by persons with disabilities and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested.
- S. that core services are integrated such that all Workforce Center partners provide the same high level and quality of core services to job seeking customers.
- T. that all staff are provided the opportunity to participate in appropriate staff training.
- U. that an acceptable WIA program complaint procedure will be established and will be maintained.
- V. that an acceptable WIA discrimination complaint procedure will be established and will be maintained.

(7) See Chapter 2.9 of WIA Title I-B Related Activities Manual at:
http://www.deed.state.mn.us/wpd/policy/titleIB/2.0_fiscal_mngmnt/fiscal_mngmnt2.9.htm

(Please submit all four pages of the Certifications and Assurances as a Signature Page.)

Effective Date: July 1, 2006

Workforce Service Area Name: City of Minneapolis

Workforce Investment Board Name: Minneapolis Private Industry/Workforce Council

Name and Contact Information for the Board:

Carolyn Roby, Chair
Vice President
Wells Fargo Foundation Minnesota
Wells Fargo Center N9305-192
Sixth Street and Marquette Avenue
Minneapolis, MN 55479-1055
(612) 667-8847
carolyn.h.robby@wellsfargo.com

Name and Contact Information for WIA Title I-B: Adults and Dislocated Workers:

Deb Bahr-Helgen
Director, METP
105 5th Av S, Suite 200
Minneapolis, MN 55401
(612) 673-6226
deb.bahr.helgen@ci.minneapolis.mn.us

Name and Contact Information for WIA Title III: Wagner-Peyser:

Susan Meredith
Office Manager, State of MN-DEED
777 East Lake Street
Minneapolis, MN 55407
(612) 821-4010
smeredit@ngwmail.des.state.mn.us

Name and Contact Information for WIA Title IV: State Services for the Blind:

Mike Newman
2200 University Ave Suite 240
Saint Paul, MN 55114-1840
(651) 642-0500
mike.newman@state.mn.us

Name and Contact Information for WIA Title IV: Vocational Rehabilitation:

Obie Kipper	Ken Lundquist
State of MN-DEED	State of MN-DEED
1200 Plymouth Av N	777 E Lake St
Minneapolis, MN 55411	Minneapolis, MN 55407
(612) 302-7068	(612) 821-4060
obie.kipper@state.mn.us	ken.lundquist@state.mn.us

Name and Contact Information for Title V of the Older Americans Act:
N/A

Name and Contact Information for MFIP/TANF:
N/A

Name and Contact Information for FSET:
N/A

Name and Contact Information for any other partners included in this plan:
N/A

For the Workforce Investment Board

For the Local Elected Officials

Name: Ms. Carolyn Roby

Name: Honorable R.T. Rybak

Title: Chair, Minneapolis Private
Industry/Workforce Council

Title: Mayor, City of Minneapolis

Signature: _____

Signature: _____

Date: _____

Date: _____

Workforce Investment Board/Council Membership List

Program Year 2006

WIB: Minneapolis

Date Submitted: _____

WSA: 10

Please indicate any other constituency represented as well. (Add more rows in each category as needed for members)

* The targeted industries for the Minneapolis WSA are: transportation, financial services, professional services, manufacturing, health care, and construction.

<u>Name / Address / E-mail / Phone / Fax</u>	<u>Organization / Position</u>	<u>Business/ Industry Represented</u> (Private Sector Only)	<u>Business Representation From Targeted Industry/ Occupation</u> (Private Sector Only)	<u>Term Start and Term End</u>
<u>A. Private Sector:</u>				
(Chair): Carolyn Roby / Wells Fargo Center N9305-192, Sixth Street and Marquette Avenue, Minneapolis, MN 55479, Carolyn.H.Roby@wellsfargo.com (612) 667-8847 (p), (612) 667-8283 (f)	Wells Fargo Foundation Minnesota Vice President	Financial Services	Yes	7/1/06 – 6/30/08
Ann Eilbracht Thompson / 720 Washington Av SE, Minneapolis, MN 55414, anneilbracht@earthlink.net (612) 884-0721 (p),	University of Minnesota Physicians Vice President – Human Resources	Health Care	Yes	7/1/06 – 6/30/08
Andre Lewis / 60 South 6 th Street, Minneapolis, MN 55402, Andre.Lewis@rbcdain.com , (612) 371-7875 (p), (612) 371-7933 (f)	RBC Dain Rauscher Director of Community Affairs	Financial Services	Yes	7/1/05 – 6/30/07

Jennie Carlson / 800 Nicollet Mall, BC-MN-H17A, Minneapolis, MN 55402, jennie.carlson@usbank.com, (612) 303-7621 (p), (612) 303-0900 (f)	U.S. Bancorp Executive Vice President, Human Resources	Financial Services	Yes	4/10/06 – 6/30/07
Laurie Rice / 3M Center, Building 275-06-E02, St. Paul, MN 55144, lrice@mmm.com , (651) 733-0182 (p)	3M Director of Information Technology – Medical Division	Manufacturing	Yes	7/1/06 – 6/30/08
Candice Fieldman / 1400 Washington Ave N, Minneapolis, MN 55411, cef@ambpress.com, (612) 521-0123 (p), (612) 521-4587 (f)	Ambassador Press, Inc. Operations	Printing	No	7/1/06 – 6/30/08
Susan Mackay / 1235 Yale Place, Suite 404, Minneapolis, MN 55403, spmackay@msn.com , (612) 333-1212 (p), (612) 397-8904 (f)	Mackay & Associates President	Professional Services	Yes	7/1/06 – 6/30/08
Joe Werner / 1320 12 th Av N, Minneapolis, MN 55411, jjwerner@engunl.com , (612) 522-4040 (p), (612) 522-2829 (f)	Engineering Unlimited, Inc. President	Manufacturing	Yes	7/1/05 – 6/30/07
Sharon Bredeson / 27 Greenway Gables, Minneapolis, MN 55403, sharonb@staff-plus.com , (612) 868-1754 (p)	Staff-Plus, Inc. President & CEO	Professional Services	Yes	7/1/05 – 6/30/07
Alex Eaton / 14500 Martin Drive, Suite 1000, Eden Prairie, MN 55344, alex@pageoneprintsolutions.com , (612) 695-8852 (p), (952) 345-7261	Page One Print Solutions Proprietor	Printing	No	7/1/05 – 6/30/07
<u>B. Public Assistance Agency:</u>				
Joseph Gaspard / 330 South 6th St, Minneapolis, MN 55487, joe.gaspard@co.hennepin.mn.us, (612) 348-8188 (p), (612) 677-6096 (f)	Hennepin County Human Services Area Manager			7/1/06 – 6/30/08

<u>C. Organized Labor:</u>				
William McCarthy / 312 Central Avenue, Suite 542, Minneapolis, MN 55414, bmccarthy@mplsclucl.com , (612) 379-4206 (p), (612) 379-1307 (f)	Minneapolis Central Labor Union Council President			7/1/06– 6/30/08
Javier Morillo-Alicea / 312 Central Avenue, Suite 356, Minneapolis, MN 55114, jmorillo@qwest.net , (612) 331-8336 (p)	Service Employees International Union Local 26 President			7/1/05 – 6/30/07
<u>D. Rehabilitation Agency:</u>				
Obie Kipper / 1200 Plymouth Av N, Minneapolis, MN 55411 obie.kipper@state.mn.us , (612) 302-7068 (p), (612) 302-7062 (f)	MN – DEED Rehabilitation Area Manager Rehabilitation Services			7/1/05 – 6/30/07
<u>E. Community-based Organization:</u>				
Harvey Rucker / 4728 Portland Av S, Minneapolis, MN 55407, (612) 822-1383 (p)				7/1/05 – 6/30/07
<u>F. Economic Development Agency:</u>				
Jim Roth / 3137 Chicago Av S, Minneapolis, MN 55407, jroth@mccdmn.org , (612) 789-7337 (p), (612) 789-8448 (f)	Minneapolis Consortium of Community Developers Director			7/1/06 – 6/30/08
<u>G. Public Employment Service:</u>				

<p>Manuel Garcia / 1200 Plymouth Av N, Minneapolis, MN 55411, manuel.garcia@state.mn.us, (612) 520-3505 (p), (612) 520-3530 (f)</p>	<p>MN – DEED Area Manager</p>			<p>7/1/06 – 6/30/08</p>
<p><u>H. Educational Agency:</u></p>				
<p>Jon Westby / 1501 Hennepin Ave, Minneapolis, MN 55403, jon.westby@minneapolis.edu, (612) 659-6590 (p), (612) 659-6544 (f)</p>	<p>Minneapolis Community and Technical College Associate Dean</p>			<p>7/1/05 – 6/30/07</p>
<p>Craig Vana / 1006 West Lake Street, Room 166, Minneapolis, MN 55408, cvana@mpls.k12.mn.us, (612) 668-3961 (p), (612) 317-6135 (f)</p>	<p>Minneapolis Public Schools Executive Director of Teacher and Instructional Services</p>			<p>7/1/05 – 6/30/07</p>
<p><u>I. Chief Elected Official:</u></p>				
<p>RT Rybak / 350 South 5th Street, Room 331, Minneapolis, MN 55415, mayor@ci.minneapolis.mn.us, (612) 673-2100 (p), (612) 673-2305</p>	<p>City of Minneapolis Mayor</p>			<p>1/1/06 - 12/31/09</p>
<p></p>				
<p><u>J. Other Category:</u></p>				
<p>Add or delete as necessary</p>				

Budget Information Summaries

WIA Title I-B Adult and Dislocated Worker, State Dislocated Worker, and Senior Community Service Employment Program

Budget Summary Definitions – Types of Cost Categories:

Administration Costs:

Costs are defined by WIA Final Rules and Regulations – 20 CFR, Section §667.220 and are generally associated with the expenditures related to the overall operation of the employment and training system.

Core Services:

Core services are defined at WIA Law, Section §134(d)(2). Core services are universal services, DELIVERED AT THE WORKFORCE CENTER, designed to give the general customer an orientation to the local, state, and national labor market. These services are available to the general public and are to be provided at the same high level by each appropriate One-Stop partner. Examples include those services previously funded by Wagner-Peyser resources, reception staff costs (including backup duties), resource area staff costs, workshops, printed materials related to CORE services, an appropriate share of the rent, etc. **Services that were deemed previously to be Core II services are remaining under the Core services category. For the State Dislocated Worker Program, a portion of the Basic Readjustment Services went into this category.**

Direct Customer Training Costs:

Any tuition, books, fees, OJT reimbursements, customer training wages/fringes (SCSEP).

Service Related Expenses:

Any staff, office supply, or other cost necessary to process customers in intensive and/or training type services (as defined in WIA Section §134(d)(3) and §134(d)(4)), exclusive of actual monies spent on tuition, books, OJT reimbursements, or other direct and tangible training goods and services received by customers. **For the State Dislocated Worker Program, a portion of the Basic Readjustment Services went into this category.**

Support Services:

All other direct costs to the customer including, but not limited to transportation, health/family care, housing/rental assistance, tools, clothing, etc., necessary for the customer to participate in WIA.

NOTE: Beginning July 1, 2006, required monthly Financial Status Reports (FSRs) will be changed to reflect the above categories.

Form Completion Instructions – Budget Information Summaries:

The Budget Information Summaries for WIA Title I-B Adult, WIA Title I-B Dislocated Worker, State Dislocated Worker and the SCSEP programs represented by this plan are to be completed using the definitions given. They are to cover the period of 7/1/05 through 3/31/06 (actual expenditures), 4/1/06 through 6/30/06 (estimated costs for 4th quarter of Program Year 2005), and for the period of 7/1/06 through 6/30/07 (estimated costs for Program Year 2006). They are to represent the summary of the subgrantee information provided in a previous section of the plan.

Workforce Service Area #: Complete as appropriate

Expenditure Dates (Actual): Using the definitions given, please supply a single figure for each of the budget categories to be entered for each program. For the state funded dislocated worker program, please estimate the split of basic readjustment into core and service related expenses.

Expenditure Dates (projected): On a cumulative basis, the planned **expenditures** by quarter are to be indicated: Qtr 1= July 1, 2006 - September 30, 2006; Qtr 2 = October 1, 2006 - December 31, 2006; Qtr 3 = January 1, 2007 - March 31, 2007; Qtr 4 = April 1, 2007 - June 30, 2007. Indicate whether any carry over is planned.

LINE ITEMS:

I. TOTAL FUNDS AVAILABLE:

Indicate the total amount of available funds for each specified program as indicated to the WSA by the State.

II. ADMIN

III. CORE SERVICES

IV. DIRECT CUSTOMER TRAINING COSTS

V. SERVICE RELATED EXPENSES

VI. SUPPORT SERVICES

For line items II, III, IV, V, and VI – Separately indicate in a cumulative fashion, the total amount each of administration dollars (*NOTE: There is a 10 percent limitation on administration*), and program dollars for Core Services, Direct Customer Training Costs, Service Related Expenses, and Support Services the local area plans on expending by quarter. These numbers are to correspond with figures provided in the prior budget sheets.

VII. TOTAL:

Indicate in a cumulative fashion, the total amount of dollars (all categories combined) the local area plans on expending by quarter.

WIA – Title I-B Adult Program

Budget Information Summary – Program Year 2005

Workforce Service Area: City of Minneapolis – 10

I. Total Funds Available: \$877,615

WIA Title I-B Adult Worker Program

<u>Cost Category</u>	<u>Cumulative TOTAL</u>	<u>Estimated TOTAL</u>
Quarter End Date 2006	Thru March	April thru June
II. Administrative	\$ 46,470	\$ 15,490
III. Core Services	\$ 6,334	\$ 2,099
IV. Direct Customer Training Costs	\$ 57,583	\$ 7,417
V. Service Related Costs	\$ 577,200	\$ 176,998
VI. Support Services	\$ 17,191	-
VII. TOTAL	\$ 704,778	\$ 202,004

WIA – Title I-B Adult Program

Budget Information Summary – Program Year 2006

Workforce Service Area: City of Minneapolis – 10

I. Total Funds Available: \$ 861,675

WIA Title I-B Adult Worker Program Cumulative

PY-2005 Carry-In Amount: \$ 0

<u>Cost Category</u>	<u>Qtr. 1</u>	<u>Qtr. 2</u>	<u>Qtr. 3</u>	<u>Qtr. 4</u>
Quarter End Date	9/30/2006	12/30/2006	3/30/2007	6/30/2007
II. Administrative	\$ 21,541	\$ 43,082	\$ 64,623	\$ 86,167
III. Core Services	\$ 2,500	\$ 5,000	\$ 7,500	\$ 10,000
IV. Direct Customer Training Costs	\$ 25,000	\$ 50,000	\$ 75,000	\$ 100,000
V. Service Related Costs	\$ 163,877	\$ 327,754	\$ 491,636	\$ 655,508
VI. Support Services	\$ 2,500	\$ 5,000	\$ 7,500	\$ 10,000
VII. TOTAL	\$ 215,418	\$ 430,836	\$ 646,259	\$ 861,675

WIA – Title I-B Dislocated Worker Program

Budget Information Summary – Program Year 2005

Workforce Service Area: City of Minneapolis - 10

I. Total Funds Available: \$ 699,651

WIA Title I-B Dislocated Worker Program

<u>Cost Category</u>	<u>Cumulative TOTAL</u>	<u>Estimated TOTAL</u>
Quarter End Date 2006	Thru March	April thru June
II. Administrative	\$ 48,234	\$ 16,078
III. Core Services	\$ 37,011	\$ 6,085
IV. Direct Customer Training Costs	\$ 91,467	\$ 153,411
V. Service Related Costs	\$ 232,897	\$ 60,559
VI. Support Services	\$ 35,110	\$ 8,702
VII. TOTAL	\$ 444,719	\$ 244,835

WIA Title I-B Dislocated Worker Program

Budget Information Summary – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

I. Total Funds Available: \$704,131.00

**Also please see "Retraining Waiver Request on p. 101*

WIA Title I-B Dislocated Worker Program Cumulative

PY-2005 Carry-In Amount: \$108,661.00

<u>Cost Category</u>	<u>Qtr. 1</u>	<u>Qtr. 2</u>	<u>Qtr. 3</u>	<u>Qtr. 4</u>
Quarter End Date	9/30/2006	12/30/2006	3/30/2007	6/30/2007
II. Administrative	\$16,195.00	\$32,390.00	\$49,993.00	\$70,413.00
III. Core Services	\$7,354.00	\$16,343.00	\$26,557.00	\$40,858.00
IV. Direct Customer Training Costs	\$29,573.00	\$76,046.00	\$120,406.00	\$211,239.00
V. Service Related Costs	\$61,805.00	\$133,369.00	\$217,945.00	\$325,291.00
VI. Support Services	\$10,703.00	\$23,095.00	\$37,741.00	\$56,330.00
VII. TOTAL	\$125,630.00	\$281,243.00	\$452,642.00	\$704,131.00

WIA Title I-B Dislocated Worker Program

Detailed Budget Information – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

Total Funds Available: \$704,131.00

Cost Category	Admin (10% Max.)	Core Services	Direct Customer Training Costs (i.e. tuition, books) (50% Min.)	Service Related Costs	Support Services (15% Max.)	TOTALS
Staff Salaries/ Fringe Benefits	\$70,413.00	\$0.00		\$20,000.00		\$90,413.00
Staff Travel	\$0.00	\$0.00		\$0.00		\$ 0.00
Other Direct/ Indirect Staff Costs	\$0.00	\$0.00		\$0.00		\$ 0.00
Direct Client Costs						
- OJT			\$2,500.00			\$2,500.00
- Tuition Pay			\$204,039.00			\$204,039.00
- GED Test			\$200.00			\$ 200.00
- Entrepreneur Training			\$4,500.00			\$4,500.00
Support Services						
- Transportation					\$0.00	\$ 0.00
- Family Care					\$0.00	\$ 0.00
- Health Care					\$0.00	\$ 0.00
- Housing/ Rental Assistance					\$0.00	\$ 0.00
- Counseling (Persnl, Fincl, Legal)					\$0.00	\$ 0.00
- Emergency Health Insurance					\$0.00	\$ 0.00
- Emergency Financial Assist.					\$0.00	\$ 0.00
- Tools and/or Clothing					\$0.00	\$ 0.00
- Relocation					\$0.00	\$ 0.00
- Out of Area Job Search					\$0.00	\$ 0.00
- Other					\$0.00	\$ 0.00
Miscellaneous						
- Contractual	\$0.00	\$40,858.00		\$305,291.00	\$56,330.00	\$346,149.00
- Other	\$0.00	\$0.00		\$0.00	\$0.00	\$ 0.00
- State Admin	\$0.00	\$0.00		\$0.00	\$0.00	\$ 0.00
GRAND TOTALS	\$70,413.00	\$40,858.00	\$211,239.00	\$325,291.00	\$56,330.00	\$647,801.00

WIA Title I-B Dislocated Worker Program

Support Services Plan – Program Year 2006

Please ensure that this plan follows the WSA supportive services plan.

Workforce Service Area: City of Minneapolis - #10

Total Support Services Funds Available: \$56,330.00

<u>Support Service Category</u>	<u>Project Totals</u>	
	Funds	Clients
Transportation(TRA)	\$10,260.00	36
Family Care (CBC)	\$5,600.00	7
Health Care (HE)	\$2,870.00	7
Housing or Rental Assistance (TS)	\$25,500.00	30
Counseling: Personal, Financial, Legal (PCU)	\$400.00	2
Emergency Health Insurance (EHI)	\$2,450.00	7
Emergency Financial Assistance (EFA)	\$5,250.00	15
Tools & Clothing (CLO)	\$2,000.00	4
Relocation	\$800.00	1
Out of Area Job Search	\$1,200.00	2
Other (OTH) – Specify:	\$0.00	0
TOTAL	\$56,330.00	111

State Funded Dislocated Worker Program

Budget Information Summary – Program Year 2005

Workforce Service Area: City of Minneapolis - 10

I. Total Funds Available: \$ 1,184,352

State Funded Dislocated Worker Program

<u>Cost Category</u>	<u>Cumulative TOTAL</u>	<u>Estimated TOTAL</u>
Quarter End Date 2006	Thru March	April thru June
II. Administrative	\$ 86,887	\$ 28,962
III. Core Services	\$ 58,700	\$ 6,826
IV. Direct Customer Training Costs	\$ 135,626	\$ 221,842
V. Service Related Costs	\$ 419,157	\$ 110,953
VI. Support Services	\$ 52,079	\$ 30,370
VII. TOTAL	\$ 752,449	\$ 398,953

State Funded Dislocated Worker Program

Budget Information Summary – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

I. Total Funds Available: \$1,136,168.00

**Also please see "Retraining Waiver Request on p. 101"*

State Funded Dislocated Worker Program Cumulative

PY-2005 Carry-In Amount: \$172,465.00

<u>Cost Category</u>	<u>Qtr. 1</u>	<u>Qtr. 2</u>	<u>Qtr. 3</u>	<u>Qtr. 4</u>
Quarter End Date	9/30/2006	12/30/2006	3/30/2007	6/30/2007
II. Administrative	\$19,210.00	\$42,940.00	\$66,670.00	\$113,000.00
III. Core Services	\$10,750.00	\$23,900.00	\$38,800.00	\$59,703.00
IV. Direct Customer Training Costs	\$47,725.00	\$105,660.00	\$211,300.00	\$340,850.00
V. Service Related Costs	\$101,000.00	\$218,000.00	\$356,250.00	\$531,722.00
VI. Support Services	\$16,350.00	\$32,725.00	\$50,900.00	\$90,893.00
VII. TOTAL	\$195,035.00	\$423,225.00	\$723,920.00	\$1,136,168.00

State Funded Dislocated Worker Program

Detailed Budget Information – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

Total Funds Available: \$1,136,168.00

Cost Category	Admin (10% Max.)	Core Services	Direct Customer Training Costs (i.e. tuition, books) (50% Min.)	Service Related Costs	Support Services (15% Max.)	TOTALS
Staff Salaries/ Fringe Benefits	\$113,000.00	\$0.00		\$40,000.00		\$153,000.00
Staff Travel	\$0.00	\$0.00		\$0.00		\$ 0.00
Other Direct/ Indirect Staff Costs	\$0.00	\$0.00		\$0.00		\$ 0.00
Direct Client Costs						
- OJT			\$5,000.00			\$5,000.00
- Tuition Pay			\$326,550.00			\$326,550.00
- GED Test			\$300.00			\$ 300.00
- Entrepreneur Training			\$9,000.00			\$9,000.00
Support Services						
- Transportation					\$0.00	\$ 0.00
- Family Care					\$0.00	\$ 0.00
- Health Care					\$0.00	\$ 0.00
- Housing/ Rental Assistance					\$0.00	\$ 0.00
- Counseling (Persnl, Fincl, Legal)					\$0.00	\$ 0.00
- Emergency Health Insurance					\$0.00	\$ 0.00
- Emergency Financial Assist.					\$0.00	\$ 0.00
- Tools and/or Clothing					\$0.00	\$ 0.00
- Relocation					\$0.00	\$ 0.00
- Out of area Job Search					\$0.00	\$ 0.00
- Other					\$0.00	\$ 0.00
Miscellaneous						
- Contractual	\$0.00	\$59,703.00		\$491,722.00	\$90,893.00	\$551,425.00
- Other	\$0.00	\$0.00		\$0.00	\$0.00	\$ 0.00
- State Admin	\$0.00	\$0.00		\$0.00	\$0.00	\$ 0.00
GRAND TOTALS	\$113,000.00	\$59,703.00	\$340,850.00	\$531,722.00	\$90,893.00	\$1,045,275.00

State Funded Dislocated Worker Program

Support Services Plan – Program Year 2006

Please ensure that this plan follows the WSA supportive services plan.

Workforce Service Area: City of Minneapolis - #10

Total Support Services Funds Available: \$90,893.00

<u>Support Service Category</u>	<u>Project Totals</u>	
	Funds	Clients
Transportation(TRA)	\$16,693.00	59
Family Care (CBC)	\$7,200.00	9
Health Care (HE)	\$10,400.00	26
Housing or Rental Assistance (TS)	\$38,250.00	45
Counseling: Personal, Financial, Legal (PCU)	\$600.00	3
Emergency Health Insurance (EHI)	\$3,500.00	10
Emergency Financial Assistance (EFA)	\$8,750.00	25
Tools & Clothing (CLO)	\$3,500.00	7
Relocation	\$800.00	1
Out of Area Job Search	\$1,200.00	2
Other (OTH) – Specify:	\$0.00	0
TOTAL	\$90,893.00	187

Senior Community Service Employment Program

Budget Information Summary – Program Year 2005

Workforce Service Area: City of Minneapolis - #10

I. Total Funds Available: \$162,672.00

(Please use the cost category definitions given.)

Senior Community Service Employment Program

<u>Cost Category</u>	<u>Cumulative TOTAL</u>	<u>Estimated TOTAL</u>
Quarter End Date 2006	Thru March	April thru June
II. Administrative	\$8,750.00	\$2,938.00
III. Core Services	\$0.00	\$0.00
IV. Direct Customer Training Costs	\$98,792.00	\$24,348.00
V. Service Related Costs	\$20,714.00	\$6,958.00
VI. Support Services	\$182.00	\$0.00
VII. TOTAL	\$128,438.00	\$34,244.00

Senior Community Service Employment Program

Budget Information Summary – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

I. Total Funds Available: \$158,583.00

(Please use the cost category definitions given.)

Senior Community Service Employment Program Cumulative

<u>Cost Category</u>	<u>Qtr. 1</u>	<u>Qtr. 2</u>	<u>Qtr. 3</u>	<u>Qtr. 4</u>
Quarter End Date	9/30/2006	12/30/2006	3/30/2007	6/30/2007
II. Administrative	\$3,039.00	\$5,908.00	\$8,777.00	\$12,110.00
III. Core Services	\$0.00	\$0.00	\$0.00	\$0.00
IV. Direct Customer Training Costs	\$30,159.00	\$60,377.00	\$90,180.00	\$120,385.00
V. Service Related Costs	\$5,941.00	\$11,883.00	\$17,824.00	\$24,088.00
VI. Support Services	\$500.00	\$1,000.00	\$1,500.00	\$2,000.00
VII. TOTAL	\$39,639.00	\$79,168.00	\$118,281.00	\$158,583.00

Senior Community Service Employment Program

Detailed Budget Information – Program Year 2006

Grantee Name: Minneapolis Urban LeagueSubgrant Number: 6285108

(For SCSEP Line Item Definitions – please see next page)

Cost Category	Item No.	1st Quarter	2nd Quarter (Cumulative)	3rd Quarter (Cumulative)	Total Budget 4th Quarter (Cumulative)
I. ADMINISTRATION:					
1. Staff Salaries	101	\$2,257.00	\$4,514.00	\$6,771.00	\$9,027.00
2. Fringe Benefits	102	\$0.00	\$0.00	\$0.00	\$0.00
3. Travel, Per Diem	103	\$0.00	\$0.00	\$0.00	\$200.00
4. Rent, Utilities, Custodial	104	\$612.00	\$1,224.00	\$1,836.00	\$2,148.00
5. Insurance, Bonding	105	\$0.00	\$0.00	\$0.00	\$0.00
6. Staff Training	106	\$0.00	\$0.00	\$0.00	\$565.00
7. Office Equipment: Purchase	107.1	\$0.00	\$0.00	\$0.00	\$0.00
Rental	107.2	\$0.00	\$0.00	\$0.00	\$0.00
Maintenance	107.3	\$170.00	\$170.00	\$170.00	\$170.00
8. Operating Costs	108	\$0.00	\$0.00	\$0.00	\$0.00
9. Other Administrative Costs	109	\$0.00	\$0.00	\$0.00	\$0.00
10. Negotiated Overhead Rates	110	\$0.00	\$0.00	\$0.00	\$0.00
11. Health/Medical Supplies	111	\$0.00	\$0.00	\$0.00	\$0.00
II. ENROLLEE WAGES/FRINGE *					
1. Enrollee Wages	201	\$27,101.00	\$54,202.00	\$81,004.00	\$108,150.00
2. Enrollee Fringe Benefits	202	\$3,058.00	\$6,175.00	\$9,176.00	\$12,235.00
3. 502(e) Program OJT	203	\$0.00	\$0.00	\$0.00	\$0.00
III. OTHER ENROLLEE COSTS					
1. Staff Salaries **	301	\$4,335.00	\$8,670.00	\$13,005.00	\$17,340.00
2. Fringe Benefits **	302	\$1,084.00	\$2,168.00	\$3,252.00	\$4,336.00
3. Staff Travel **	303	\$0.00	\$0.00	\$0.00	\$0.00
4. Enrollee Transportation ***	304	\$250.00	\$500.00	\$750.00	\$1,000.00
5. Rent, Utilities, Custodial **	305	\$350.00	\$700.00	\$1,050.00	\$1,723.00
6. Health and Medical Services ***	306	\$172.00	\$345.00	\$517.00	\$689.00
7. Other Supportive Service ***	307	\$250.00	\$500.00	\$750.00	\$1,000.00
8. Tuition and Fees *	308	\$0.00	\$0.00	\$0.00	\$0.00
9. Books and Materials *	309	\$0.00	\$0.00	\$0.00	\$0.00
10. Other Enrollee Costs ***	310	\$0.00	\$0.00	\$0.00	\$0.00
GRAND TOTALS		\$39,639.00	\$79,168.00	\$118,281.00	\$158,583.00

* Direct Customer Training Costs ** Service Related Costs *** Support Services

Quarterly Summary (from above)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Total Administration Costs	\$3,039.00	\$5,908.00	\$8,777.00	\$12,110.00
Total Wages/Fringe Costs	\$30,159.00	\$60,377.00	\$90,180.00	\$120,385.00
Total Other Enrollee Costs	\$6,441.00	\$12,883.00	\$19,324.00	\$26,088.00
GRAND TOTALS	\$39,639.00	\$79,168.00	\$118,281.00	\$158,583.00

SCSEP Definitions – For the Detailed Budget Information Form Cost Category/ Budget Items

Section I - Administration Costs

- 101 Staff Salaries** - All administrative staff salaries, whether full-time or part-time. Include sick pay, holiday pay, vacation pay, jury duty, differential pay, etc.
- 102 Fringe Benefits** - FICA, pension, hospitalization insurance, life insurance, workers' compensation, reemployment insurance, and related costs. Sick pay, holiday pay, vacation pay, etc. is to be charged to salaries.
- 103 Travel and Per Diem** - All travel and per diem costs of the administrative staff, whether local or out-of-town, including allowed mileage, parking, etc. Does not include seminar or meeting registration fees.
- 104 Rent, Utilities, Custodial** - All chargeable space costs necessary for administration of the program, such as: rent, taxes, electricity, water, custodial, building repairs, parking lots, waste removal.
- 105 Insurance and Bonding** - Employee bonding, building insurance, public liability insurance, fire and theft insurance.
- 106 Staff Training** - Payments to consultants or institutions for training of staff in their duties plus costs of books and/or supplies and/or facilities required for this training.
- 107.1 Equipment Purchases** - Equipment purchased other than equipment for enrollee training. Cost includes any freight and/or installation costs. Prior approval from CBS is required for each individual purchase.
- 107.2 Equipment Rent** - Rental of equipment other than equipment used for enrollee training or supportive services.
- 107.3 Equipment Repair** - Repair and maintenance of equipment purchased under 107.1 above.
- 108 Operating Costs** - Office supplies postage, telephone, and telegraph, printing, subscriptions and books, (except for enrollee training), seminars, data processing and other costs generally associated with communication and supplies.
- 109 Other Administrative Costs** - Consultants, advertising, public relations.
- 110 Negotiated Overhead Rate** - Overhead costs is a negotiated cost determination contract with Federal agency exists. A copy of the approved negotiated overhead rate must be submitted with the application.

Section II - Enrollees Wages and Fringe Benefits

- 201 Enrollee Wages** - Wages paid to program enrollees must be the State or Federal minimum wage, whichever is higher (currently \$4.75), or the prevailing rate of pay for persons employed in similar public occupations.
- 202 Fringe Benefits** - Costs for FICA, workers' compensation insurance etc., for enrollees. Reemployment insurance coverage is not allowable for SCSEP enrollees. Costs of participant annual physicals.

Section III - Other Enrollee Costs

- 301 Staff Salaries** - Salaries for staff involved in providing services to enrollees including: orientation, counseling, assessment, training, worksite development, supportive services, job development and job placement.
- 302 Fringe Benefits** - FICA, pension, health insurance, life insurance, workers' compensation, and related costs.
- 303 Staff Travel** - Travel and per diem costs for staff providing services listed in time 301 above.
- 304 Enrollee Transportation** - Enrollee travel and transportation costs that are in the direct performance of employment or employment-related activities, or to and from worksites.
- 305 Rent, Utilities, Custodial** - Space, utilities and custodial costs associated with the provision of services to enrollees as listed in item 301 above.
- 306 Health and Medical Services** - Prescriptions, eye glasses, dental care, hearing aides, etc., to the extent considered necessary for participation in the program or job entry.
- 307 Other Supportive Services** - Costs for services and items not listed elsewhere that are considered necessary for participation in the program, including legal aid, work shoes, badges, uniforms, and hand tools.
- 308 Tuition and Fees** - Costs of classes, workshops, and seminars for enrollees.
- 309 Books and Materials** - Instructional and classroom books and materials.
- 310 Other Enrollee Costs** - Other allowable costs not listed elsewhere.

Participant Information Summaries

WIA – Title I-B Adult Program

Participant Plan – Program Year 2006

(Please note: **Only** include those individuals who will be receiving intensive and, if appropriate, training services. DO NOT include individuals who will only be receiving Core services. Services previously categorized as Core II services are now deemed to be Intensive Services. These are the individuals who will be registered in Workforce One.

Workforce Service Area: City of Minneapolis - 10

Complete the Participant Plan below indicating in **cumulative fashion** the number of people to be enrolled by quarter in each category.

<u>Category</u>	<u>Carry-In</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>Qtr 3</u>	<u>Qtr 4</u>
<u>Quarter End Date</u>		9/30/06	12/31/06	3/31/07	6/30/07
A. Current Enrollment	20	25	26	24	25
B. Total Terminations		68	150	242	303
1. Entered Employment		66	147	239	293
2. Other Terminations		2	3	3	10
TOTAL Enrollments		93	176	266	328

WIA – Title I-B Dislocated Worker Program

Participant Plan – Program Year 2006

(Please note: **Only** include those individuals who will be receiving intensive and, if appropriate, training services. DO NOT include individuals who will only be receiving Core services. Services previously categorized as Core II services are now deemed to be Intensive Services. These are the individuals who will be registered in Workforce One.

Workforce Service Area: City of Minneapolis - #10

Complete the Participant Plan below indicating in **cumulative fashion** the number of people to be enrolled by quarter in each category.

<u>Category</u>	<u>Carry-In</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>Qtr 3</u>	<u>Qtr 4</u>
Quarter End Date		9/30/06	12/31/06	3/31/07	6/30/07
A. Current Enrollment	94	107	118	123	120
B. Total Terminations	0	18	39	64	97
1. Entered Employment	0	15	31	51	77
2. Other Terminations	0	3	8	13	20
TOTAL Enrollments	94	125	157	187	217

State Funded Dislocated Worker Program

Participant Plan – Program Year 2006

(Please note: **Only** include those individuals who will be receiving intensive and, if appropriate, training services. DO NOT include individuals who will only be receiving Core services. Services previously categorized as Core II services are now deemed to be Intensive Services. These are the individuals who will be registered in Workforce One.

Workforce Service Area: City of Minneapolis - #10

Complete the Participant Plan below indicating in **cumulative fashion** the number of people to be enrolled by quarter in each category.

<u>Category</u>	<u>Carry-In</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>Qtr 3</u>	<u>Qtr 4</u>
Quarter End Date		9/30/06	12/31/06	3/31/07	6/30/07
A. Current Enrollment	171	219	209	198	155
B. Total Terminations	0	33	71	120	195
1. Entered Employment	0	29	63	100	156
2. Other Terminations	0	4	8	20	39
TOTAL Enrollments	171	251	280	318	350

Senior Community Service Employment Program

Participant Plan – Program Year 2006

Workforce Service Area: City of Minneapolis - #10

Complete the Participant Plan below indicating in **cumulative fashion** the number of people to be enrolled by quarter in each category.

<u>Category</u>	<u>Carry-In</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>Qtr 3</u>	<u>Qtr 4</u>
Quarter End Date		9/30/06	12/31/06	3/31/07	6/30/07
A. Current Enrollment	19	22	23	23	23
B. Total Terminations	0	0	2	4	6
1. Placed in Unsubsidized Employment	0	0	2	4	6
2. Other Terminations	0	0	0	0	0
TOTAL Enrollments	19	22	25	27	29

Activities and Services Summaries

WIA – Title I-B Adult Program

Activities and Services Chart – Program Year 2006

Definition for Intensive: Intensive services are defined in WIA Law, Section §134(d)(3) and are designed to provide one-to-one staff intensive assistance and/or pre-placement employability enhanced courses (e.g. one day computer courses) to individuals who are unable to obtain employment through core services. **Please note that services previously identified as CORE II services are now identified as Intensive Services.**

Definition for Training: Training services are defined in WIA Law, Section §134(d)(4) and are designed to provide assistance to individuals who need more formalized, intensive training in order to become employed. Generally, training consists of classroom training, on-the-job training, and customized training and, upon successful completion, results in a recognized credential.

Complete this chart for WIA Title I-B Adult activities. This chart is to be a comprehensive listing of all activities and services planned. *(Add additional rows as needed)*

NOTE: Core Services are not to be described here. Core services are to be described above as part of an integrated set of services provided by the partners in the WorkForce Center. Services previously categorized as Core II services are now classified as Intensive Services. As before, such individuals are to enrolled in Workforce One)

Activity / Service (Must Match Workforce One Terminology):	List all activities and services organized by “Intensive” and “Training” in accordance with WIA Title I-B Adult Program.
Total Funds:	Indicate the estimated funds to be allocated to this activity/ service or the % of total funds available.
Number of Participants:	Indicate the number of participants to be enrolled.
Major Components:	List the major components of this activity or service.
Duration:	Indicate the expected average time per participant to be spent in this activity.
Cost Per Participant:	Indicate the expected average cost per participant for the activity/service.

WIA – Title I-B Adult Program

Activities and Services Chart – Program Year 2006

Workforce Service Area: City of Minneapolis -10

<u>Activity / Service</u> (Name and dollar amount or % of total funds available)	<u>Number of Participants</u>	<u>Major Components</u>	<u>Duration</u>	<u>Cost Per Participant</u>
A. Intensive Name: \$ 675,508 Or 78 %	298	Intake, eligibility determination, assessment, case management, ISS development, job search, placement and job retention services	52 weeks	\$2,266
B. Training Name: \$ 100,000 Or 12 %	30	Skills Training: Classroom and customized	18 months (avg)	\$3,333

WIA – Title I-B Dislocated Worker Program

Activity Plan (cumulative) – Program Year 2006

(Please note: **Only** include those individuals who will be receiving intensive and, if appropriate, training services. Services previously categorized as Core II services are now deemed to be Intensive Services. These are the individuals who will be registered in Workforce One.

Workforce Service Area: City of Minneapolis - #10

WIA Type	Label	Qtr. 1 Plan	Qtr. 2 Plan	Qtr. 3 Plan	Qtr. 4 Plan
Intensive	Staff Assisted Assessment	125	156	186	217
Intensive	Staff Assisted Job Placement	15	20	23	27
Intensive	Staff Assisted Job Search In Area	75	95	115	130
Intensive	Staff Assisted Job Search Out of Area	0	1	2	2
Intensive	Staff Assisted Relocation	0	1	1	1
Intensive	Career Counseling	15	18	22	25
Intensive	Short Term Prevocational Services	80	100	125	150
Intensive	Individual Plan Development	110	142	168	217
Training	CLT - Academic	1	2	2	3
Training	CLT Occupational Skills	15	20	25	30
Training	Customized Training	0	0	0	0
Training	Entrepreneurial Training	1	2	3	4
Training	ESL Training	0	1	1	2
Training	GED Training	1	1	1	2
Training	Literacy Training	0	0	1	1
Training	OJT Public or Private	0	0	1	1
n/a	Partnering	0	0	0	0

State Funded Dislocated Worker Program

Activity Plan (cumulative) – Program Year 2006

(Please note: **Only** include those individuals who will be receiving intensive and, if appropriate, training services. Services previously categorized as Core II services are now deemed to be Intensive Services. These are the individuals who will be registered in Workforce One.

Workforce Service Area: City of Minneapolis - #10

WIA Type	Label	Qtr. 1 Plan	Qtr. 2 Plan	Qtr. 3 Plan	Qtr. 4 Plan
Intensive	Staff Assisted Assessment	245	275	315	350
Intensive	Staff Assisted Job Placement	7	17	27	37
Intensive	Staff Assisted Job Search In Area	25	85	160	225
Intensive	Staff Assisted Job Search Out of Area	0	1	2	2
Intensive	Staff Assisted Relocation	0	1	1	1
Intensive	Career Counseling	8	18	28	38
Intensive	Short Term Prevocational Services	25	75	130	185
Intensive	Individual Plan Development	245	275	315	350
Training	CLT - Academic	1	1	2	2
Training	CLT Occupational Skills	10	25	40	55
Training	Customized Training	0	0	0	0
Training	Entrepreneurial Training	1	3	4	5
Training	ESL Training	0	1	1	1
Training	GED Training	0	1	1	2
Training	Literacy Training	0	1	1	1
Training	OJT Public or Private	0	0	1	2
n/a	Partnering	0	0	0	0

METP, WSA #10 Retraining Waiver Request

METP requests a waiver for retraining expenditures to 30% of total expenditures for both WIA and State Dislocated Worker Programs. This request is made based on long-term program experience, projections of expected training needs in comparison with need for substantial staff assisted services, and the characteristics of the multi-county labor market area. This request is also in compliance with state policy that requires assessing relative need for retraining and prioritizing retraining funds for those “most in need”.

METP applies a progressive assessment technique designed to provide the necessary services to achieve desired results, while screening into “higher-level” (i.e., more expensive and longer-term) service plans those individuals with demonstrable need for training interventions in order to achieve comparable employment. For those screened into consideration for training, the first option examined is whether classes/skills/credentials can be added to existing background to facilitate return to appropriate employment in as rapid and cost-effective a manner as possible. It is only after these options are considered and it is found that more extensive retraining may be necessary that more substantial retraining and more marked shifts in career direction become an option.

After basic eligibility and priority are determined, a decision is made on the program path to be followed - staff assisted services only, or retraining combined with staff assisted services. This decision is made based on assessment of the likelihood that individuals will, without retraining, and with effective staff assistance, secure new employment in occupations and industries with long-term potential, and with wages and benefits reasonably comparable to past employment. Minneapolis will dedicate a majority of training resources to training programs that will lead job seekers to careers in high-growth, high wage occupations and/or industries, Occupations in Demand, and/or career laddering occupations. Stated another way, this means that employment projections for occupations and industries in which individuals are qualified to work without further training will be considered in the assessment process, and training will be offered and encouraged if individuals appear to need it to access employment in stable, high wage and/or high-growth occupations or industries. Careful assessment, with attention to long-term potential, leads to the provision of retraining assistance to those most in need of, and most likely to benefit from, training, as well as ensuring appropriate service planning, in general, to help people achieve reemployment with good future prospects.

In performing individual assessments, METP’s practice is to consult a variety of sources for pertinent information - updated LMI data provided by DEED’s labor market analysts, current job openings, school placement data, projections from knowledgeable sources such as unions, industry groups, educators, employers, personnel representatives, etc. In addition, data provided by METP’s collaboration with the local Health Careers Partnership will be utilized.

In the multi-county metro labor market area, with its rich diversity of industries and occupations, METP has found that creative analysis of transferable skills and crafting of resumes to effectively market existing skills that are in demand, plus carefully focused job search strategies often allow dislocated workers to return to work in the shortest possible time (saving on UI benefit payments) and with the best wage results (because retraining for new careers often results in starting over at entry-level wages rather than maintaining or increasing wages).

Swift return to appropriate employment is what the policy makers wish to see; it is also what dislocated workers want and need, especially those more at risk economically, who can seldom afford an extended period of unemployment or reduced income. We know from experience that this is best achieved by investing substantial resources to build and support effective staff assisted services, while at the same time providing for training when it is truly needed to achieve and maintain appropriate employment goals. When training is needed, the process of selecting appropriate training programs and training providers takes into careful consideration, in each individual case, both labor market information on demand/supply projections and the individual characteristics that help to predict success in training and employment in the field being examined.

Occupations in Demand: A Consistent and Objective Method to Support Demand-Driven Workforce Development by Anthony Schaffhauser, Northwest Regional Analyst*

Overview

The occupations in demand (OID) method pulls together all of the available labor market information (LMI) to target workforce development activities at the skill gaps in high-growth industries. It includes all of the excellent LMI that is currently in use, but also synthesizes it and focuses it to identify the critical needs in local areas. It is truly the intelligence needed to implement demand-driven workforce development.

The OID method involves 5 steps:

- (1) **Perform occupational analysis** to discover the shortage and potential shortage occupations in the region.
- (2) **Identify high growth industries** in the local labor market as well as industries that are vital to existing regional economic development strategy.
- (3) **Synthesize industry and occupational analyses** into a list of specific occupations in demand.
- (4) **Determine training needs** by linking the occupations in demand to the training and education required for workers in these occupations.
- (5) **Apply expert knowledge** of the local workforce investment board (LWIB) membership, business leaders in the targeted industries, economic development professionals, education officials, and others in order to verify results and incorporate additional useful knowledge.

The end result of OID is a list of occupation targets that are shortage or potential shortage occupations in the region and are also common to high-growth industries in local labor markets. (Table 1 provides an example of OID analysis results for three industry sectors in the Brainerd area.) The bottom line: OID synthesizes all of the available objective information to identify the occupations in demand in labor markets. The remainder of this attachment describes the five steps in detail and provides example applications of OID results.

* The OID method was developed as a team effort by the regional analysis unit as well as LMI office analysts in JVS, OES, and UI programs. In addition, the efforts, support, and leadership of the WSA1 Private Industry Council and the WSA2 Workforce Council in commissioning and implementing OID analyses are recognized.

Step 1: Determine the shortage occupations and potential shortage occupations in the region.

DEED produces a wealth of statistics on labor market conditions of occupations in the regions of Minnesota. (The regions are MN Planning regions defined at: <http://www.deed.state.mn.us/lmi/tools/areamap.htm>.) These current demand indicators are updated every six months, so the information is very current. (See the sidebar for a description of these indicators of potential shortages and surpluses.) All the indicators are scored and ranked to identify the current shortage occupations: businesses in the region need qualified workers in these occupations, but they are not readily available. The scoring scheme also identifies the surplus occupations: more workers in these occupations are available than the region's businesses need and these workers have difficulty finding jobs. Tables 2 and 3 demonstrate the scoring and ranking of occupations for Northwest MN.

Examples of the indicators will clarify their reasoning and workings. (Refer to Table 2.) There are many more job vacancies for "material moving workers" (e.g., freight and stock laborers and material handlers) than there are for engineers. Yet engineers are ranked higher. This demonstrates the indicator job vacancy rate ("JV rate"). Relative to the number of engineer jobs in the region, 88 vacancies are a much bigger deal than the 155 vacancies out of over 6,000 filled material moving worker jobs. "JV Cut" scores the occupations based on number of vacancies and JV rate.

Wages also tell us something about occupational supply and demand. For example, "financial specialists" and

Current Occupational Supply-and-Demand Indicators

Job Vacancies (JVs) and Job Vacancy Rate (JVR)

A high JVR is consistent with a shortage-the occupation is in high demand relative to the number of people employed in these jobs. However, very low numbers of JVs can inflate a JVR in rare occupations.

Wage Offer

Wage offers that approach or exceed wages of filled positions indicate potential shortages. Wages may be bid up by a shortage-or workers with greater experience or specialized skills may be in high demand. Conversely, if wage offers are low, vacancies may remain unfilled.

Wages of Filled Jobs

Wages and turnover are correlated: high-wage jobs experience less turnover. A high JVR for a high-wage job is a stronger indicator of a shortage than a high JVR for a low-wage job. Health technologists and technicians, for example, are in higher demand than miscellaneous food preparation and serving workers, even though their JVR is much lower.

Duration

The length of time employers have been trying to fill open positions is a supply indicator because if employers can fill open positions quickly, there probably is not a shortage.

JV-UI Comparison

JVRs are compared to Unemployment Insurance (UI) activity. The UI statistic used, so called "insured unemployment," is the average number of UI weeks claimed as a share of workers in an occupation. This supply measure is incomplete, but still useful. A greater share of workers receiving UI benefits for a longer time indicates an occupation with sufficient labor, whereas a lesser share of workers receiving UI benefits for a shorter time indicates an occupation with less supply. The combination of high job vacancy rates and low insured unemployment indicates a potential shortage occupation.

“building cleaning and pest control workers” have the same JV rate of 3.7%. But a 3.7% JV rate for a high median wage occupation like financial specialist is a much stronger indicator of a shortage than for a lower paid occupation. The correlation of wages and turnover is well documented. Lower-paid jobs experience higher turnover than higher-paid jobs. People in higher paid jobs tend to hold onto those jobs. Conversely, turnover would raise the JV rate for a low wage job, but this would not be due to shortage conditions. Scoring “Median Wage (Filled)” incorporates this.

Another wage indicator relies on the fact that wages of filled jobs tend to be higher than the wage offered to a new hire to fill a vacancy. As a worker gains experience that is of particular value to her employer, the worker gets raised on the wage scale. So, one would expect the median wage of filled jobs to be higher than the median wage offered to fill a vacancy. But for post-secondary teachers, the median wage offers exceed the median wages for filled jobs. This can indicate higher demand for certain knowledge, skills, or experience in an occupation. For example, nursing programs have been added and expanded in Northwest Minnesota, and perhaps this is bidding up wages for nursing instructors. Conversely, if a wage offer is particularly low compared to the wages of filled positions, then vacancies may go unfilled or turnover may be high, creating a “phantom shortage” in the job vacancy statistics. The indicator “Pay Premium” incorporates this concept into the ranking.

The indicator “Duration” is straight forward: If businesses have been trying to fill the vacancy for a long time, this can be due to a shortage. Conversely, if vacancies can be filled quickly there probably is not a shortage. For example, personal appearance workers have a high JV Rate, but the fact that these openings are being filled quickly indicates that a sufficient supply probably exists.

The “JV-UI Compare” indicator is the most difficult to explain by example, but this should not detract from its utmost usefulness as an indicator. The number of Unemployment Insurance (UI) claimants in an occupation relative to the number employed in that occupation and the duration that they receive UI benefits informs us about occupational supply. While this is an incomplete measure of supply, a relatively larger number of UI claimants and a relatively longer duration of receiving benefits is an indicator of the reemployment difficulty faced by workers in the occupation, especially if JV rates are low. This is the comparison that results in a negative score on the JV-UI indicator. Note that no potential shortage occupation has a negative score on this indicator and no potential surplus occupation has a positive score.

These supply and demand indicators are not full-proof determinations of shortage and surplus occupations. However, scoring and ranking all of the indicators makes the chances of a misleading result very slight. Just as the chances of getting two heads in a row on two consecutive coin flips is half the chance of getting heads on each of the flips, by using a number of indicators the chance of error is greatly reduced.

In addition to the current demand indicators above, long-term (ten-year) projected occupational growth and demand is also incorporated. Occupations identified as either

(A) “high-growth, high-pay” or (B) “high-demand, high-pay” using projections and wage data are added to the list of shortage or potential shortage occupations. (See text box for definitions of high-growth, high-demand, and high-wage.) Almost all of these will already be on the list, but it is possible that a shortage has not yet developed or that a shortage is in some locations within a region and not others due to varying supply conditions such as a local higher education program or a local layoff event.

Step 2: Identify the high-growth industries in the local labor market.

As indicated above, occupational supply and demand conditions can differ from labor market to labor market within a region. For example, the Northwest Planning Area encompasses 26 counties, and conditions in the Brainerd labor market, for instance, often differ from those in East Grand Forks. Labor markets are defined by commuting areas, yet our best data on occupational supply and demand is produced by region via sample surveys.† However, while it is unfeasible to produce occupational data for smaller areas, industry data is available from administrative records for any geographic area. The limitation of these so-called “Quarterly Census of Employment and Wages” (QCEW) data is that data privacy law prevents us from reporting data that would reveal quantitative information about an individual business.

Fortunately, for the purposes of OID all we need to do is identify the high-growth industries in the geographic area of interest. It is unnecessary to report employment and wage numbers. So, these QCEW data can be used to connect and refine the occupational supply and demand data to labor market areas. This is accomplished in step 3.

Step 3: Synthesize steps 1 and 2 to identify the specific shortage occupations in demand in the local high-growth industries.

Step 3 combines what we know about occupational shortages (step 1) with what we know about job growth by industry in labor market areas (step 2). To this point, we have identified the shortage and potential shortage occupations by region and the high-growth industries by local labor market. We also have statistics on which industries employ which occupations. This so-called “industry-by-occupation matrix” identifies the occupations in the growth industries. Step 3 identifies the shortage and potential shortage

High Growth/High Pay Occupations are those that are projected to have net employment growth between 2002 and 2012 that is higher than the area’s average, that have an annual median salary higher than the area’s median salary, and that comprise at least 0.1% of total area employment.

High Demand/High Pay Occupations are those that are projected to have more openings as a share of employment between 2002 and 2012 than the area’s average, that have an annual median salary higher than the area’s median salary, and that comprise at least 0.1% of total area employment.

Occupational opportunities can arise through net growth or through turnover. High growth reflects the incidence of opportunities due to the net growth of an occupation only. High Demand reflects the incidence of opportunities due to both net growth and the replacement needs resulting from turnover within an occupation.

†The sample size needed to obtain reliable results declines very little as the population becomes smaller. For example, estimates of a population of 40,000 with a plus or minus 5% “margin of error” require a random sample of 381, while estimates of a population of 4,000 require a sample of 351. Thus, it is unfeasible to produce sample survey results for every local labor market.

occupations that are common to the growing industries in each particular labor market.

For example, the QCEW tells us that “architectural and structural metals” is a high-growth industry in the nine-county labor market area that includes Moorhead and Alexandria, but not in the other labor market areas within the 26-County Northwest Planning Area. The shortage occupations (identified in Step 1) that are common to the architectural and structural metals industry are identified using the industry-by-occupation matrix. For instance, “metal workers and plastic workers” is a shortage occupation identified in step 1 for the 26-county Northwest Planning Area, and “welders, cutters, solderers, and brazers” is a specific occupation common to the high-growth architectural and structural metals industry in this nine-county labor market. Thus, welders, cutters, solderers and brazers is an occupation in demand in the labor market, but may not be an occupation in demand in other labor markets within the Northwest Planning Area, depending on whether or not it is common to a growing industry in those labor markets.

The results of step 3 are the list of occupations in demand. In other words these are the targeted, high-growth, high-wage occupations that provide focus for workforce investments and workforce services activities.

Step 4: Link the occupations in demand list developed in step 3 to the education, training, knowledge and skills required in these occupations.

The Bureau of Labor Statistics conducts extensive occupational studies that identify the training and education required for occupations. The resulting data is called the “Most Significant Single Source of Education or Training.” Modifications have been made to this national system to more accurately reflect Minnesota’s job markets.‡ These data are used to identify the training and education requirements of occupations in demand. (See Table 1.)

If more detail on the types of formal training programs is desired, a crosswalk between the Classification of Instructional Programs (CIP) and the Standard Occupational Classification (SOC) is available. This so-called CIP by SOC matrix can be used to identify post-secondary training programs for occupations in demand.

Additional data are available from the O*NET database on the skills, knowledge, and tasks of occupations. These O*NET data are also linked to SOC occupations in the OID database. Potential applications for these O*NET data are envisioned, but not yet developed.

Step 5: Apply the first-hand knowledge of local and regional business leaders and other experts to modify OID results.

‡ Education and training requirements for roughly 15 percent of 775 occupations were modified for Minnesota based on input from researchers at DEED and Minnesota State Colleges and Universities system. For example, the national requirement for police and sheriff’s patrol officer training is long-term-on-the-job training. In Minnesota the most significant single source of postsecondary education or training for newly hired police and sheriff’s patrol officers is an associate degree.

Although OID analysis incorporates all of the objective information available to identify occupations in demand, first-hand knowledge is still useful and welcome. In fact, statistical knowledge and first-hand knowledge become exponentially more useful when they are combined. OID, as implemented by Workforce Service Area Two (WSA 2) included review by the LWIB, as well as inviting other leaders in economic development, business, and education in each labor market to comment on the OID analysis results. Below are a few examples where first-hand knowledge proved useful.

The “Nursing, psychiatric and home health aides” occupation group scored below the cut-off for inclusion as an occupation in demand due to relatively low wages. In particular, the median wage offer for open-for-hire positions was \$8.80 per hour, as estimated by the Job Vacancy Survey. However, one of the LWIB members is an executive in the nursing and residential care facilities industry. She informed us that new hires are paid while training to get a nursing assistant certification (CNA), but these in-training wages are much lower than the new hires that already have CNA credentials. This typical hiring practice of lower wages to train followed by a raise once competence is reached lowers the median wage offer statistic. But this is an indication of high demand not low demand—most jobs do not pay new hires to get a certification. The other supply and demand indicators (job vacancies, job vacancy rate, and duration of vacancies) were consistent with shortage conditions, so these occupations were added to the in-demand list.

In some labor markets, economic development professionals knew of imminent business start-ups or expansions. These are situations where construction had commenced yet hiring had not. Where these would precipitate an additional high-growth industry in a local labor market, they were added to the high-growth industries identified in step 2.

In WSA1, OID is providing much of the information for a regional labor market profile project that has recently commenced. A part of this profile project includes designating target industries. In addition to net job growth, industries with particular economic development importance will also be targeted. For example, one expert reported that the major employer in one vital industry is hiring many replacements just to keep up with retirements. Such gross job changes are not captured by net job growth in the QCEW statistics. Another data source called Quarterly Workforce Indicators (QWI) provides statistics on gross hiring, and these statistics will be incorporated into step 2 of OID in WSA1. Important industries will thereby be included in determining the occupations in demand in that local labor market. This demonstrates the need to consider first-hand knowledge in implementing OID.

Finally, while WSA1 experts identified the need to include more targeted industries to include all those that are important to their economy, Twin Cities LWIBs have limited the industries to those paying above average wages. It makes sense to allow this kind of limitation on OID in areas where there are many growing industries. While some industries like retail provide many workers with extra spending money, they provide few workers a primary income.

Applications

In order to provide a complete picture of OID, actual examples of its application are helpful. A few applications in the Northwest Planning Area follow.

Industry targets can be used to inform the Business Outreach Plan. For example, WSA1 will use steps 2 and 5 of OID to direct DEED's Business Services Specialists (BSS) in that region. WSA1 BSS will visit the businesses in the target industries. The BSS will then become an additional source of first-hand knowledge reporting back to the LWIB.

As mentioned above, WSA1 is also in the process of completing a regional labor market profile. The results of this profile will be used to seek partnerships with education and business leaders in the region in order to work together to meet the regions workforce needs. OID is crucial in this effort because it supplies the current and objective occupational demand information just for the seven counties of WSA1, rather than a 26-county Northwest Planning Area. This wider geography is not specific enough to inform these efforts.

WSA2, which serves the other 19 counties of the Northwest Planning Area, has two strategic initiatives that use OID. The first is to emphasize training in shortage occupations for low income or dislocated workers. All 127 staff members of Rural Minnesota Concentrated Employment Program (CEP), which is the workforce services provider for WSA2, have been trained to use OID results in counseling job seekers. Also, in the Brainerd area, CEP staff have used OID in their partnership with Central Lakes Community and Technical College (CLC) to develop additional training programs for MFIP recipients that are CEP clients. OID provided the objective information needed by CLC to determine which additional programs are most needed.

The second initiative of WSA2 that uses OID is to educate secondary school students about demand occupations. The results of OID will be disseminated to students via a website and an "Outreach to Schools" program which includes student peer career counseling (if they are approved for this program). Students hear a lot about national occupational trends, but not about the occupations in demand in their local labor markets. For example, while manufacturing employment remains down over 16% nationally from its level in 2000, manufacturing employment in West Central MN has returned to its 2000 level. The productivity, innovations, and industry shifts that occurred in this region to achieve this employment level has created occupational demand. Youth that plan to stay in West Central MN might decide on a career in a services career due to the false perception that manufacturing is declining. OID indicates that manufacturing provides better prospects for well-paying employment than many services-sector jobs in this particular labor market.

Independently of WSA2, school districts in the Brainerd area are considering providing technical training to high-school students by contracting with CLC. OID helped inform public school administrators that workers with training in these technical programs are in high need by area employers.

OID is useful beyond Northwest Minnesota. Note that Twin Cities LWIBS are applying OID, and applications are developing in Southwest, Southeast, and South Central MN. Thus, while a goal of this Planning Guidance document is to provide a consistent method of identifying high-growth, high-wage occupations, it is recognized that many LWIBS already use OID methods. OID has widespread demonstrated ability to inform demand-driven workforce development. Finally, consider that OID has a number of other applications that have been envisioned by regional analysts but not yet implemented. Stay tuned.

Table 1: Occupations in Demand in Brainerd Area Construction, Manufacturing, and Healthcare Industries*
 Updated Data Available 3/01/06

SOC Code	Occupation Title	Current Demand Score**	Projected Growth	Median Wage	Typical Training Required
17-2000	<i>Engineers</i>	4	<i>Above Average</i>	\$27.44	
17-2112	Industrial Engineers		Above Average	\$26.86	Bachelor's degree
17-2141	Mechanical Engineers		Above Average	\$25.23	Bachelor's degree
29-1000	<i>Health Diagnosing and Treating Practitioners</i>	1	<i>Above Average</i>	\$29.87	
29-1069	Physicians and Surgeons, All Other		Above Average	NA	
29-1111	Registered Nurses		Above Average	\$28.24	Associate degree
29-2000	<i>Health Technologists and Technicians</i>	3	<i>Above Average</i>	\$15.80	
29-2012	Medical and Clinical Laboratory Technicians		Above Average	\$18.36	Associate degree
29-2034	Radiologic Technologists and Technicians		Above Average	\$23.59	Associate degree
29-2061	Licensed Practical and Licensed Vocational Nurses		Average	\$15.84	Postsecondary vocational award
29-2071	Medical Records and Health Information Technicians		Above Average	\$13.49	Associate degree
31-1000	<i>Nursing, Psychiatric, and Home Health Aides</i>	0***	<i>Above Average</i>	\$10.52	
31-1011	Home Health Aides		Above Average	\$10.34	Short-term on-the-job training, some college
31-1012	Nursing Aides, Orderlies, and Attendants		Average	\$10.64	Short-term on-the-job training, some college
47-2000	<i>Construction Trades Workers</i>	4	<i>Above Average</i>	\$18.87	
47-2031	Carpenters		Average	\$15.69	Long-term on-the-job training, some college
47-2051	Cement Masons and Concrete Finishers		Above Average	\$17.89	Moderate-term on-the-job training
47-2061	Construction Laborers		Average	\$16.64	Moderate-term on-the-job training
47-2071	Paving, Surfacing, and Tamping Equipment Operators		Average	\$19.73	Moderate-term on-the-job training

47-2073	Operating Engineers and Other Construction Equipment Operators		Average	\$16.95	Moderate-term on-the-job training
47-2111	Electricians		Above Average	\$25.11	Long-term on-the-job training, some college
47-2121	Glaziers		Above Average	\$13.05	Long-term on-the-job training, some college
47-2141	Painters, Construction and Maintenance		Average	\$17.11	Moderate-term on-the-job training
47-2152	Plumbers, Pipefitters, and Steamfitters		Above Average	\$27.30	Long-term on-the-job training, some college
47-2181	Roofers		Average	\$15.94	Moderate-term on-the-job training
47-2221	Structural Iron and Steel Workers		Above Average	\$21.11	Long-term on-the-job training, some college
51-2000	<i>Assemblers and Fabricators</i>	1	Average	\$12.25	
51-2022	Electrical and Electronic Equipment Assemblers		Average	\$9.61	Short-term on-the-job training, some college
51-2023	Electromechanical Equipment Assemblers		Average	\$10.24	Short-term on-the-job training, some college
51-2092	Team Assemblers		Average	\$12.31	Moderate-term on-the-job training, some college
51-2099	Assemblers and Fabricators, All Other		Below Average	\$11.49	Moderate-term on-the-job training, some college

Table 1: Occupations in Demand in Brainerd Area Construction, Manufacturing, and Healthcare Industries (Cont.)*

SOC Code	Occupation Title	Current Demand Score**	Projected Growth	Median Wage	Typical Training Required
51-4000	<i>Metal Workers and Plastic Workers</i>	3	Above Average	\$14.73	
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic		Above Average	\$13.48	Moderate-term on-the-job training, some college
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic		Above Average	\$14.18	Moderate-term on-the-job training, some college
51-4033	Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Me		Above Average	\$12.08	Moderate-term on-the-job training
51-4041	Machinists		Above Average	\$17.92	Long-term on-the-job training, some college
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic		Average	\$11.54	Moderate-term on-the-job training, some college
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic		Above Average	\$12.81	Moderate-term on-the-job training, some college
51-4111	Tool and Die Makers		Above Average	\$21.42	Long-term on-the-job training, some college
51-4121	Welders, Cutters, Solderers, and Brazers		Above	\$13.59	Long-term on-the-job training, some college

Average

* For brevity of presentation, this analysis only includes occupations in demand in the high-growth, high-wage industries within the construction, manufacturing, and healthcare sectors. Complete OID results would include all in-demand occupations in all high-growth high-wage industries.

** "Current Demand Score" summarizes an analysis of occupation group supply and demand indicators that identify shortage and potential shortage occupations. The Job Vacancy Survey, Unemployment Insurance Statistics, and The Minnesota Salary Survey are the sources of the indicators. Contact Anthony Schaffhauser for details.

*** The Nursing, Psychiatric, and Home Health Aides occupation group scored below the cut-off for inclusion as an occupation in demand due to relatively low wages. In particular, the median wage offer for open-for-hire positions was \$8.80 per hour, as estimated by the Job Vacancy Survey. However, given the typical hiring practice of lower wages to train followed by a raise once competence is reached, these occupations were included. Other supply and demand indicators (job vacancies, job vacancy rate, and duration of vacancies) were consistent with shortage conditions.

Table 2: Potential Shortage Occupations: Northwest Planning Region, Fourth Quarter 2004 to Second Quarter 2005

Occupations above the solid line (score greater than 0) have potential shortages.		Supply and Demand Indicators*										Score
SOC Code	Occupation Group Title	Job Vacancies	Employment	JV Rate	JV Cut	Wage Offer (JV)	Median Wage (Filled)	Pay Well	Pay Premium	Duration	JV-UI	
47-2000	Construction Trades Workers	590	6,540	9.0%	1	\$12.73	\$17.84	1	0	1	1	4
17-2000	Engineers	88	990	8.9%	1	\$25.63	\$26.80	1	0	1	1	4
49-3000	Vehicle and Mobile Equipment Mechanics, Installers, and Repairers	127	3,010	4.2%	1	\$12.00	\$15.04	1	0	1	1	4
39-9000	Other Personal Care and Service Workers	98	2,180	4.5%	1	\$6.70	\$9.32	-1	0	1	1	2
13-2000	Financial Specialists	88	2,350	3.7%	1	\$17.38	\$22.01	1	0	-1	1	2
51-4000	Metal Workers and Plastic Workers	145	4,150	3.5%	1	\$13.79	\$14.33	1	0	0	0	2
53-3000	Motor Vehicle Operators	200	7,190	2.8%	1	\$12.41	\$13.05	0	0	1	0	2
29-2000	Health Technologists and Technicians	142	5,220	2.7%	1	\$13.42	\$14.74	1	0	0	0	2
15-1000	Computer Specialists	36	1,640	2.2%	0	\$15.79	\$21.69	1	0	1	0	2
25-1000	Postsecondary Teachers	30	2,220	1.4%	0	\$26.17	\$23.63	1	1	0	0	2
19-3000	Social Scientists and Related Workers	2	510	0.4%	-1	\$26.44	\$25.83	1	1	1	0	2
35-9000	Other Food Preparation and Serving Related Workers	201	1,790	11.2%	1	\$5.97	\$6.81	-1	0	0	1	1
31-1000	Nursing, Psychiatric, and Home Health Aides	325	6,580	4.9%	1	\$8.94	\$10.18	-1	0	0	1	1
35-3000	Food and Beverage Serving Workers	464	12,190	3.8%	1	\$5.78	\$6.81	-1	0	0	1	1
37-2000	Building Cleaning and Pest Control Workers	216	5,830	3.7%	1	\$7.32	\$9.00	-1	0	0	1	1
53-7000	Material Moving Workers	155	6,050	2.6%	1	\$8.18	\$10.36	-1	0	1	0	1
41-4000	Sales Representatives, Wholesale and Manufacturing	28	1,600	1.8%	0	\$15.58	\$19.42	1	0	0	0	1
29-1000	Health Diagnosing and Treating Practitioners	80	5,400	1.5%	0	\$20.88	\$27.16	1	0	0	0	1
51-1000	Supervisors, Production Workers	20	1,650	1.2%	0	\$17.31	\$18.28	1	0	0	0	1
25-2000	Primary, Secondary, and Special Education School Teachers	78	10,440	0.7%	-1	\$21.25	\$20.15	1	1	0	0	1
39-5000	Personal Appearance Workers	52	630	8.3%	1	\$9.62	\$9.64	-1	0	-1	1	0
45-2000	Agricultural Workers	36	690	5.2%	1	\$10.00	\$10.38	-1	0	-1	1	0
35-2000	Cooks and Food Preparation Workers	276	5,460	5.1%	1	\$6.35	\$8.95	-1	-1	0	1	0
43-6000	Secretaries and Administrative Assistants	89	2,870	3.1%	1	\$8.88	\$13.63	0	-1	0	0	0
51-2000	Assemblers and Fabricators	130	5,530	2.4%	0	\$9.70	\$12.78	0	0	0	0	0
All Occupations		5,098	206,480	2.5%		\$9.44	\$12.46					

* **JV Cut:** "+" signifies JV rate is over 2.5% and more than 15 Job Vacancies; "-" signifies JV rate is under 1% or less than 15 job vacancies.

Wage Offer (JV): Median of wage offers for open-for-hire positions as reported by employers that respond to the JV Survey.

Median Wage (Filled): Median wages of workers employed in the occupations, as estimated by the Minnesota Salary Survey.

Pay Well: "+" signifies median wage (filled) is 10% higher than the median for all occupations; "-" signifies median wage (filled) is 90% of the median for all occupations.

Pay Premium: "+" signifies wage offer (JV) is greater than the median wage (filled); "-" signifies wage offer (JV) is less than 10th pct wage.

Duration: "+" signifies greater than 50% of JVs open for 60 days or more or "always open; "-" signifies all JVs open less than 60 days.

JV-UI: Compares the JV Rate to the so-called "insured unemployment rate," (that is, the average duration of Unemployment Insurance as a share of all workers in the occupation). "+" signifies JV Rate exceeds insured unemployment by more than 2.5 percentage points, "-" signifies insured unemployment exceeds JV Rate.

Occupations below the solid line (score less than 0) have potential surpluses.		Supply and Demand Indicators*										Score
SOC Code	Occupation Group Title	Job Vacancies	Employment	JV Rate	JV Cut	Wage Offer (JV)	Median Wage (Filled)	Pay Well	Pay Premium	Duration	JV-UI	
31-9000	Other Healthcare Support Occupations	36	1,540	2.3%	0	\$8.03	\$12.39	0	-1	1	0	0
51-9000	Other Production Occupations	77	5,290	1.5%	0	\$8.15	\$11.61	0	0	0	0	0
49-9000	Other Installation, Maintenance, and Repair Occupations	46	3,510	1.3%	0	\$8.19	\$15.28	1	-1	0	0	0
11-9000	Other Management Occupations	39	3,000	1.3%	0	\$21.25	\$28.47	1	0	0	-1	0
35-1000	Supervisors, Food Preparation and Serving Workers	23	1,940	1.2%	0	\$12.98	\$10.40	-1	1	0	0	0
17-3000	Drafters, Engineering, and Mapping Technicians	18	1,500	1.2%	0	\$14.49	\$18.46	1	0	0	-1	0
19-4000	Life, Physical, and Social Science Technicians	6	680	0.9%	-1	\$8.78	\$14.55	1	-1	1	0	0
33-3000	Law Enforcement Workers	14	1,660	0.8%	-1	\$13.96	\$18.15	1	0	0	0	0
25-4000	Librarians, Curators, and Archivists	2	260	0.8%	-1	\$0.00	\$15.51	1	0	0	0	0
43-4000	Information and Record Clerks	140	6,130	2.3%	0	\$10.13	\$11.39	-1	0	0	0	-1
41-2000	Retail Sales Workers	304	15,390	2.0%	0	\$7.38	\$7.88	-1	0	0	0	-1
43-9000	Other Office and Administrative Support Workers	121	7,450	1.6%	0	\$9.88	\$11.09	-1	0	0	0	-1
11-2000	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	6	380	1.6%	-1	\$24.04	\$32.09	1	0	0	-1	-1
27-3000	Media and Communication Workers	7	550	1.3%	-1	\$11.66	\$14.80	1	0	-1	0	-1
43-3000	Financial Clerks	71	5,890	1.2%	0	\$9.12	\$12.18	0	0	-1	0	-1
13-1000	Business Operations Specialists	38	4,120	0.9%	-1	\$14.90	\$20.09	1	0	-1	0	-1
49-2000	Electrical and Electronic Equipment Mechanics, Installers, and Repairers	5	580	0.9%	-1	\$17.55	\$22.38	1	0	0	-1	-1
33-9000	Other Protective Service Workers	12	1,630	0.7%	-1	\$11.00	\$9.83	-1	1	1	-1	-1
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialis	12	4,530	0.3%	-1	\$13.60	\$14.79	1	0	0	-1	-1
11-3000	Operations Specialties Managers	2	1,260	0.2%	-1	\$0.00	\$32.67	1	0	0	-1	-1
51-8000	Plant and System Operators	4	730	0.5%	-1	\$11.52	\$20.05	1	-1	-1	0	-2
39-3000	Entertainment Attendants and Related Workers	7	1,230	0.6%	-1	\$7.21	\$7.80	-1	0	-1	0	-3
All Occupations		5,098	206,480	2.5%		\$9.44	\$12.46					

* **JV Cut:** "+" signifies JV rate is over 2.5% and more than 15 Job Vacancies; "-" signifies JV rate is under 1% or less than 15 job vacancies.

Wage Offer (JV): Median of wage offers for open-for-hire positions as reported by employers that respond to the JV Survey.

Median Wage (Filled): Median wages of workers employed in the occupations, as estimated by the Minnesota Salary Survey.

Pay Well: "+" signifies median wage (filled) is 10% higher than the median for all occupations; "-" signifies median wage (filled) is 90% of the median for all occupations.

Pay Premium: "+" signifies wage offer (JV) is greater than the median wage (filled); "-" signifies wage offer (JV) is less than 10th pct wage.

Duration: "+" signifies greater than 50% of JVs open for 60 days or more or "always open; "-" signifies all JVs open less than 60 days.

JV-UI: Compares the JV Rate to the so-called "insured unemployment rate," (that is, the average duration of Unemployment Insurance as a share of all workers in the occupation). "+" signifies JV Rate exceeds insured unemployment by more than 2.5 percentage points, "-" signifies insured unemployment exceeds JV Rate.