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**Department of Employment  
and Economic Development**

*Minnesota*

**Low Income Workers Voucher Program**

**Performance Report from the  
Minnesota Job Skills Partnership Board**

**August 2003**

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## TABLE OF CONTENTS

	Page Number
Introduction.....	1
Program Results.....	5
Appendices	
Appendix A: Program Description.....	13
Appendix B: Summary Tables.....	23
Table A: Number of Trainees and Average Cost.....	25
Table B: Target Population Characteristics.....	27
Table C: Organizational Partners for the Low Income Program.....	29
Table D: Training Results.....	31

## **INTRODUCTION**

In the 2001 session, the Minnesota Legislature made an appropriation to the Minnesota Job Skills Partnership (MJSP) Board to create a pilot project to train low-income workers. This was a one-time appropriation of \$750,000 from the state's Federal Temporary Aid to Needy Families (TANF) program that was transferred from the Commissioner of Human Services to the Commissioner of the former Department of Trade and Economic Development (DTED), now the Department of Employment and Economic Development (DEED). The appropriation was available until June 30, 2003. This report is to meet the requirement in the session law that "The Job Skills Partnership Board shall report to the legislature on the performance and progress of the pilot project on or before September 1, 2003."

Because this was a pilot project with one-time TANF funding, existing process and reporting mechanisms for the Pathways and Healthcare and Human Services Worker Retention grant programs were used (both of these grant programs operated by the MJSP Board, accommodate TANF eligibility and reporting requirements). None of this one-time appropriation was used for administration of the program. From the \$750,000 appropriation, eight organizations were awarded grants totaling \$663,301 to train low-income workers, and the remaining \$86,699 was transferred back to Department of Human Services.

If this pilot project were to become a permanently funded program, appropriate time and resources would be needed in order to effectively plan, implement and administer a program that would be specific to the needs of this target population (low-wage workers). This project utilized existing grant mechanisms and administrative process from the Pathways and Healthcare and Human Services Worker Retention programs.

The Minnesota Legislation stipulated that the grant recipients could include:

- √ Public, private or non-profit entities that provide employment services to low-income individuals.
- √ Organizations that have partnerships with at least one similar organization, and have a partnership with the Council of Black Minnesotans, the Chicano-Latino Affairs Council, the Minneapolis Community Development Agency, or the St. Paul Port Authority.

Organizations that received grants were:

- √ Anoka County
- √ HIRED, Inc.
- √ Pilot City Neighborhood
- √ Employment Action Center, Inc.
- √ Lao Family Community of Minnesota, Inc.
- √ West Central Minnesota Initiative
- √ WomenVenture
- √ Workforce Solutions

Requirements for potential trainees were:

- √ To be training-ready,
- √ To have incomes at or below 200 percent of the federal poverty guidelines,
- √ To have dependent children, and
- √ Not be eligible for training services under the Minnesota Family Investment Program (MFIP).<sup>2</sup>

There were significant differences among the organizations receiving grants, including fields of training, job placement strategies and problems encountered. See Appendix A for such information.

This report does not include results from the Lao Family Community Center due to data unavailability and inconsistencies.<sup>1</sup> This organization was not able to provide the required information by the time this report was due. Some data were also excluded from other organizations if they were inconsistent or not available. More complete information would certainly be available at a later date.

It is important to note that this analysis of the Low-Income Vouchers Program was begun one month after the grant period ended on June 30, 2003. The agencies participating in the program were still in the process of placing individuals in new jobs at the time this report was produced, and two of the agencies even had individuals who were still in training. Therefore, these results provide, at best, only an interim report of program outcomes. A follow-up analysis would be necessary to allow sufficient time for job placement in order to evaluate the success of the program.

**Key program highlights include:**

- √ Total enrollment was 418 people, exceeding the expected number of trainees cited in the agencies' proposals by 99 people, or 31 percent.<sup>2</sup>
- √ Minority enrollment was 243 people, or 58 percent of total enrollment, exceeding the expected number cited in the agencies' proposals by 76 people, or 11 percent.
- √ Average cost (total amount of Low Income Workers Program grants divided by total number of enrollees) was \$1,587.
- √ Average salary of those individuals (144 people) employed before training was \$9.57/hour. As of June 30, 2003, average salary of those people placed in new jobs (166 individuals, including 57 previously employed) was \$10.49, an increase of nearly 10 percent.<sup>3</sup>

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<sup>1</sup> After several unsuccessful attempts to contact this agency for data, staff from the Minnesota Job Skills Partnership Program and the Analysis and Evaluation Office decided to withdraw this organization from the analysis.

<sup>2</sup> Agencies were required to provide expected number of trainees and their characteristics as part of the application process. These numbers were compared with actual results. See Appendix B, tables A and B.

- √ An additional 27 percent of total enrollees (114 individuals) had completed training and were in the process of being placed in new jobs as of this report.
- √ Six percent of total enrollment (23 people) were still in training.
- √ Approximately 2 percent of total enrollment (10 people) completed training but moved away.
- √ Twenty-five percent of total enrollment (105 people) did not complete training.

Two appendixes complement the results in the following section. Appendix A shows organizational descriptions while Appendix B shows data such as average cost, characteristics of targeted population, partnerships and training results by agency.

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<sup>3</sup> Of the 144 people employed before training, 96 completed training successfully and 57 were placed in new jobs, as of June 30, 2003.

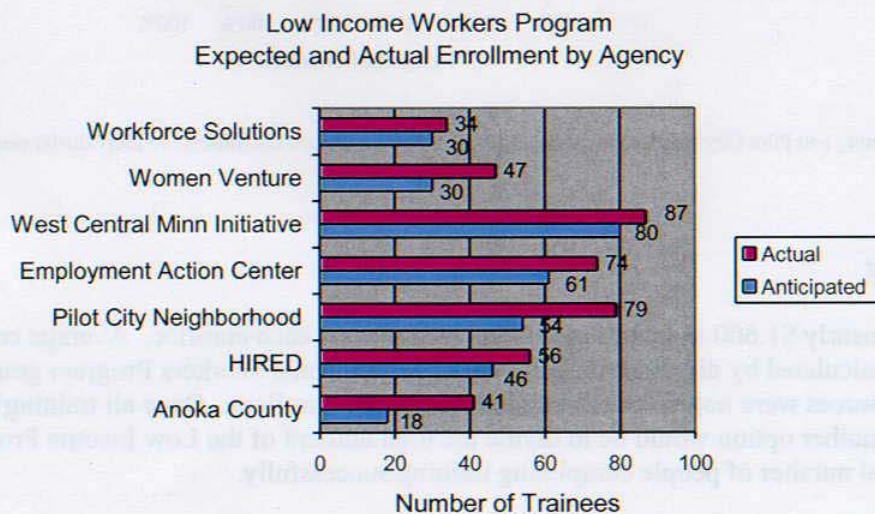


**PROGRAM RESULTS**

The analysis below provides detailed results of the Low Income Workers Program on key areas, including expected and actual enrollment, average cost per person, enrollee profiles (ethnicity and gender), employment status of trainees before and after training, people on public assistance before and after training, and individuals placed in new jobs as of June 30, 2003. For more details, see tables in Appendix B.

**Enrollment**

Overall, enrollment in the Low Income Workers Voucher Programs exceeded anticipated in the enrollment cited in the agencies' proposals by 31 percent (99 individuals).

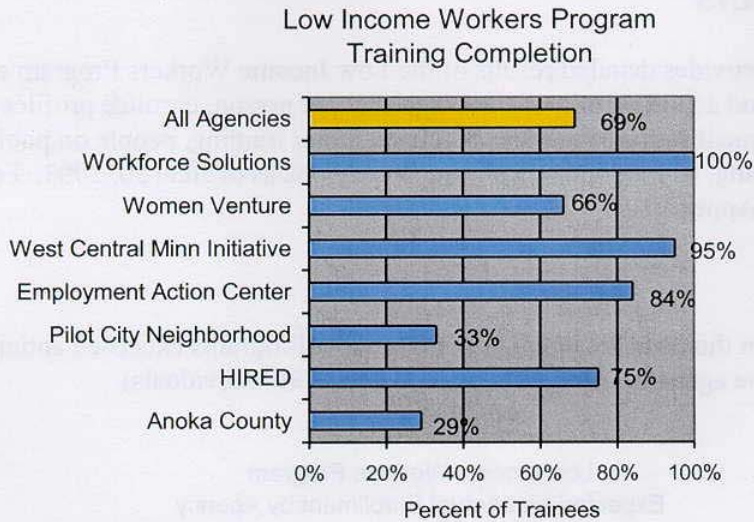


**Training**

Overall, 69 percent of enrollees (290 people) completed training successfully while 31 percent (128 individuals) had not completed training as of June 30, 2003. Agencies reported that 23 of those people were still in training while 105 people dropped out. Agencies provided the following reasons why people did not complete training:

- ✓ Difficulty balancing family, work and training
- ✓ Limited availability of open enrollment classes
- ✓ Health issues
- ✓ Changes in residence
- ✓ Child care issues
- ✓ Urgency of job search

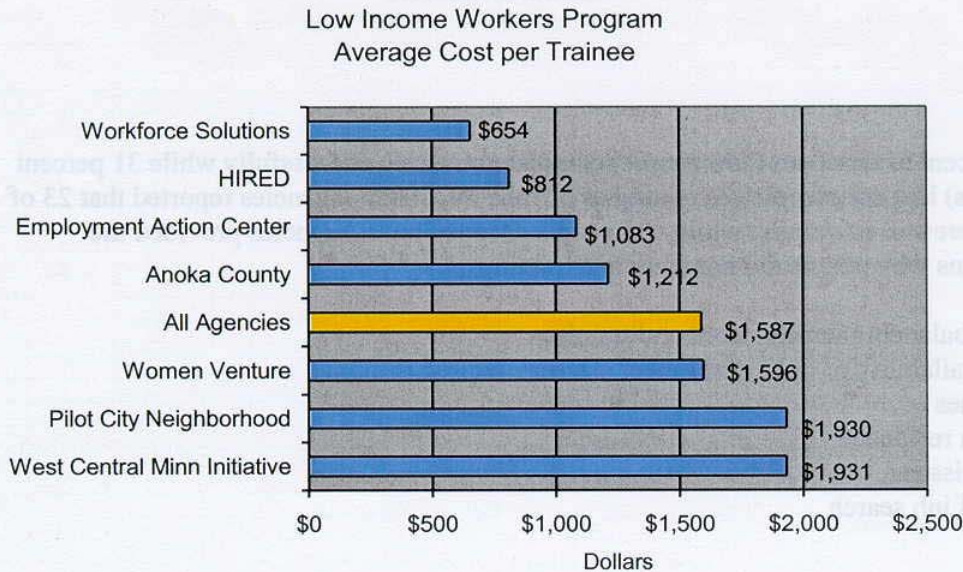




Note: Anoka County and Pilot City Neighborhood reported that 6 percent of total enrollment (23 individuals) were in training as of June 30, 2003.

### Average Cost

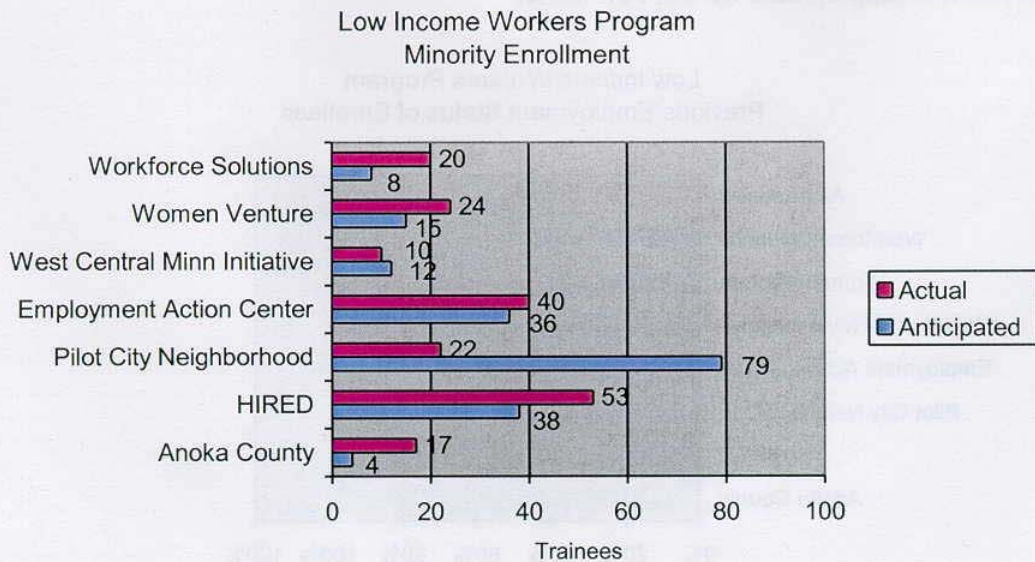
On average, nearly \$1,600 in grant funds were used to train each enrollee. Average cost per trainee was calculated by dividing total amount of Low Income Workers Program grants (funds from other sources were not included) by total number of enrollees. Once all training is completed, another option would be to divide the total amount of the Low Income Program grants by total number of people completing training successfully.



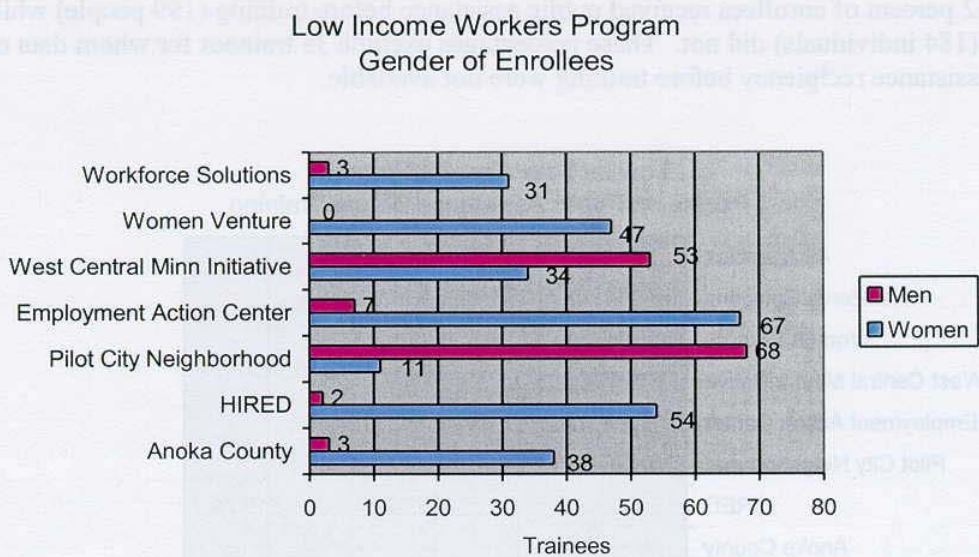


**Enrollee Profile**

About 58 percent of the total enrollment (243 individuals) were minorities, exceeding the expected number cited in agencies' proposals by 46 percent or nearly 80 people.



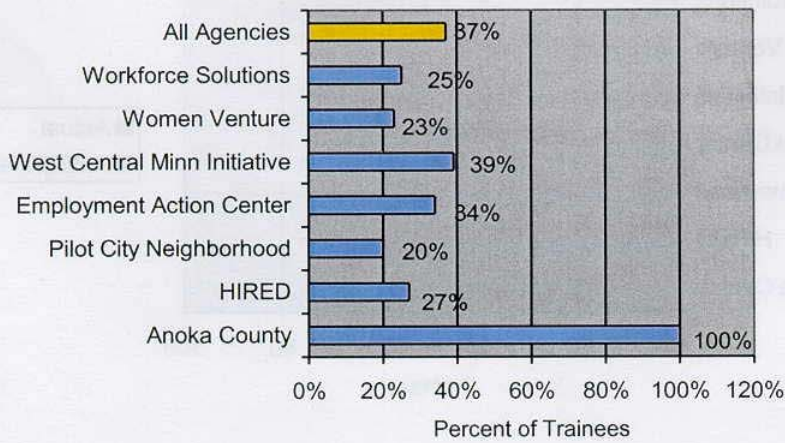
Over 67 percent of total enrollment (282 people) were women, while 136 individuals or 32 percent were men.



**Previous Employment Status of Enrollees**

Overall, 37 percent of trainees (144 people) were employed before training while 63 percent (244 individuals) percent were unemployed. These percentages exclude 30 trainees for whom data on previous employment were not available.

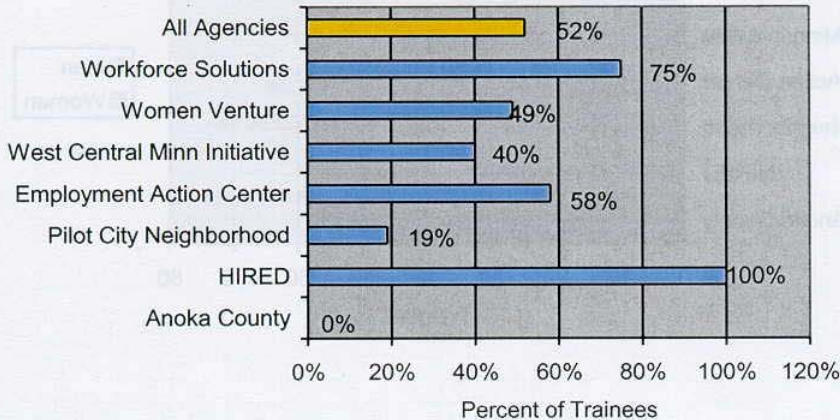
Low Income Workers Program  
Previous Employment Status of Enrollees



**Public Assistance Before Training**

About 52 percent of enrollees received public assistance before training (199 people) while 48 percent (184 individuals) did not. These percentages exclude 35 trainees for whom data on public assistance recipiency before training were not available.

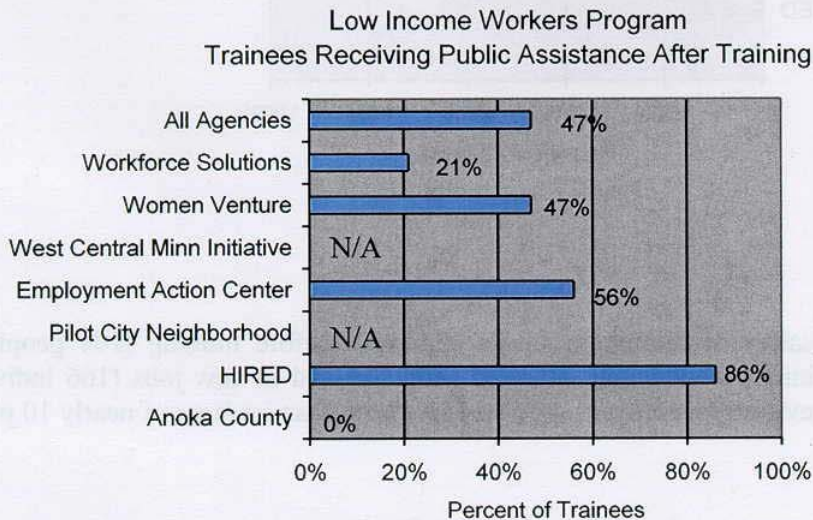
Low Income Workers Program  
People on Public Assistance Before Training





**Public Assistance After Training**

Overall, 47 percent of trainees (or 118 individuals) were receiving public assistance as of June 30, 2003, while 53 percent (132 people) were not. These percentages exclude 168 trainees (mainly from two agencies) for whom data were not available. The Minnesota Job Skills Partnership Program (MJSP) does not require information on reciprocity of public assistance after training on a regular basis. Therefore, two organizations participating in the Low Income Workers program stated that they did not have the information because collection was not required.

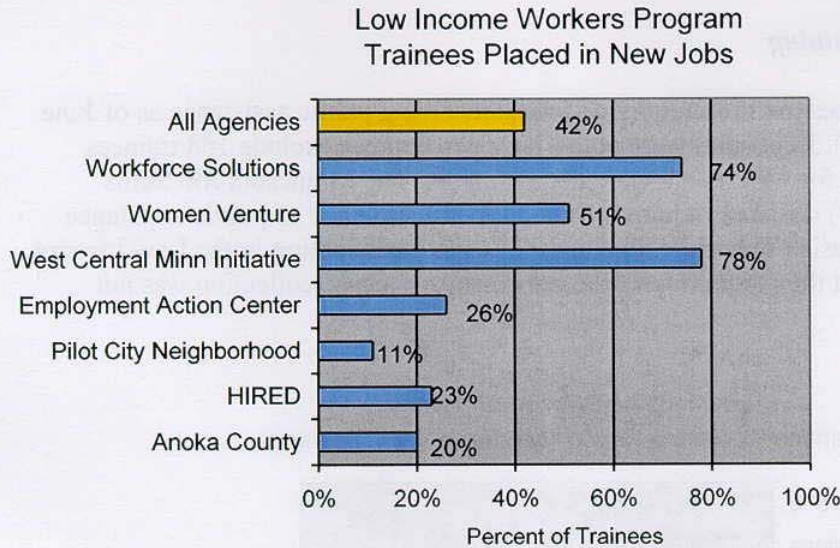


**Job Placement (as of June 30, 2003)**

Forty percent of trainees (166 individuals) had been placed in new jobs. People not placed in new jobs were in the process of job placement (114 individuals), were still in training (23 individuals), had completed training but moved away (10 individuals) or did not complete training (105 individuals).

The following key elements seemed common in those organizations that showed high percentages of trainees placed in new jobs:

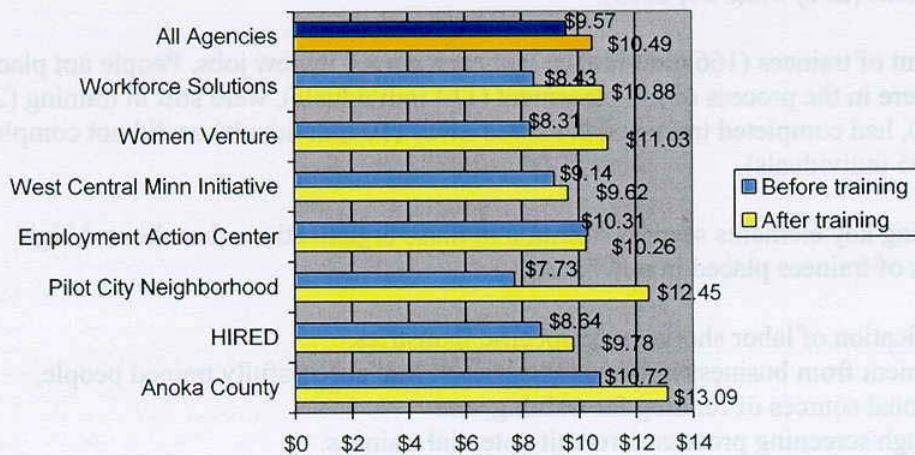
- ✓ Identification of labor shortages in specific industries,
- ✓ Agreement from business in those industries to hire successfully trained people,
- ✓ Additional sources of funding for training, and
- ✓ Thorough screening process to recruit potential trainees.



**Salaries**

Overall, the average salary of those individuals employed before training (144 people) was \$9.57/hour. After training, the average salary of people placed in new jobs (166 individuals, including 57 people previously employed) grew to \$10.49/hour, an increase of nearly 10 percent.

### Low Income Workers Program Salaries of Trainees Before and After Training



***Trainees in Process of Being Placed in New Jobs***

As of June 30, 2003, 27 percent of trainees (114 people) had successfully completed training and were in the process of being placed in new jobs:

**Low Income Workers Program  
Trainees in Process of Job Placement**

<b>Organization</b>	<b>Percent</b>	<b>Number of Trainees</b>
Anoka County Job Training Center	10%	4
<b>HIRED</b>	<b>54%</b>	<b>30</b>
Pilot City Neighborhood Services, Inc.	11%	9
Employment Action Center	41%	30
West Central Minn Initiative	17%	15
Women Venture	43%	20
Workforce Solutions	19%	6
<b>Total All Organizations</b>	<b>27%</b>	<b>114</b>

Note: Because of the September 1, 2003 requirement for this report to the legislature, placement information is incomplete. Some individuals still had not completed training, others had only recently completed training and were still being placed. The recent downturn in the job market also affected placement. Job openings for entry-level healthcare positions have declined significantly since this program was created. The downturn also affected job openings in manufacturing and construction, and these were key sectors that were targeted in these training grants.





**APPENDIX A**

**PROGRAM DESCRIPTIONS**



## **Anoka County Job Training Center**

### *Description*

The Anoka County Job Training Center (ACJTC) is a department within the county's human services division. The agency has been in operation for over 20 years and provides employment and training services including the Minnesota Family Investment Program (MFIP), Local Intervention Grants for Self-Sufficiency (LIGSS), Dislocated Workers Program and the Senior Community Services Employment Program (SCSEP), among others.

### *Partnerships and Job Placement Strategies*

ACJTC's main partner is the Minnesota WorkForce Center-Anoka County. The program was built upon an existing initiative originally funded by the Department of Human Services and the Local Intervention Grants for Self-Sufficiency. Employer partners included Mercy and Unity Hospitals and Crest View Corporation.

Job placement strategies included pre-employment training focused on soft skills, a retention strategist, individualized follow-up services and close contact with trainees' supervisors.

### *Training*

Training was provided by Anoka-Hennepin Technical College, Anoka Ramsey Community College, North Hennepin Community College, Century College and the St. Paul Community and Technical College. Areas of training included:

- √ Phlebotomy/Lab Assistant,
- √ Medical Assistant,
- √ Health Unit Coordinator, and
- √ RN Nursing and Nursing Prerequisites.

These areas were selected by employer partners and school representatives as a result of immediate labor needs.

The areas of training above are two-year programs. Given the duration of the programs, a significant number of people (14 trainees or 34 percent of the agency's enrollment) were still completing training as of June 30, 2003.

### *Problems Encountered*

Several participants were not eligible for funding under the TANF guidelines. Many workers interested in the project did not have children and/or were not at or below the 200 percent of the federal poverty level.

Some trainees dropped out. The agency stated that it was hard for trainees to balance family, work and training.

**HIRED, Inc.**

*Description*

HIRED is a community-based service organization with eight locations in the Twin Cities. The agency was founded in 1968 and offers programs to serve at-risk youth, refugees, people making the transition from welfare to work, dislocated workers and low-income adults.

*Partnerships and Job Placement Strategies*

HIRED did not have a partner to participate in the Low Income Workers Voucher Program. The job placement strategy consisted of the use of a job openings database.

*Training*

Training was provided by Hennepin Technical College, Minneapolis Community and Technical College, Century College and St. Mary's University of Minnesota in the following health care areas:

- √ Nursing Assistance/Home Health Care,
- √ Nursing Assistance,
- √ Health Unit Coordinator, and
- √ Nursing Assistant/ESL

These areas were chosen because of the high demand of workers in the health care industry and its good level of salaries.

*Problems Encountered*

Limited availability of open enrollment classes caused some participants to drop out. To solve this problem, HIRED arranged customized training options.

Other significant problems included limited English skills from some participants who had to retake exams, and attendance problems due to criminal history, day care and transportation issues. HIRED also experienced difficulty placing trainees in new jobs since most of the 150 organizations contacted from their database required at least six months of related experience. HIRED reported that it is continuing to contact nursing homes and other care centers to find appropriate placements for participants who completed training successfully.

## **Pilot City Neighborhood Services**

### *Description*

Pilot City Neighborhood Services (PCNS) supports families and individuals in North Minneapolis and surrounding communities to access resources and to become self-sufficient. PCNS provides a wide variety of programs including Home Repair, Housing Rental Information, Emergency Food Shelf, After-School Enrichment Program and Minnesota Family Investment program (MFIP), among others.

### *Partnerships and Job Placement Strategies:*

PCNS is a member of the Minneapolis Construction Consortium comprised of training institutions, construction companies, urban planners and community-based agencies. These organizations agreed to support PCNS to recruit, train and place trainees in new jobs as follows:

### *Recruitmen:*

- √ Southeast Asian Community Council

### *Training and job placement support:*

- √ Weis Builders
- √ Urban Strategies
- √ McCorman Baron

In addition, Hennepin County Training and Employment Assistance provided clothing and transportation support to trainees and the Minneapolis Community Development Agency provided four vacant properties to be used during the training.

### *Areas of Training*

Training was provided by the Summit Academy Opportunities Industrialization Center (OIC) and Dunwoody Institute in the areas of construction and carpentry and construction and plumbing. These areas were selected due to the expected fast growth in the construction industries in Minnesota between 1998 and 2008, according to the Minnesota Department of Employment and Economic Development.

### *Problems Encountered*

Although PCNS did not report having any problems, nearly 68 percent of total enrollment (54 people) did not complete training successfully. The agency reported that trainees were terminated by the trainer due to poor assistance without further explanation.

PCNS reported that as of June 30, 2003, only 26 people had completed training successfully and only nine people were awaiting to be placed in new jobs.

**Employment Action Center (EAC), Division of RESOURCE**

*Description*

This agency initiated operations in 1976 and manages 30 programs to support low-income people to become self-sufficient, including Minnesota Family Investment Program (MFIP), Women Achieving New Directions, Women in Transition, School-To-Work and Skills 2000.

*Partnerships and Job Placement Strategies*

Main partners for the project were Neighbor-to-Neighbor and the Center for Victims of Torture. These organizations referred individuals to EAC for vocational assessment and training.

EAC reported that the following organizations provided job placement services for people participating in the Low Income Workers Program:

- √ HIRED, Inc.,
- √ Workforce Solutions (Ramsey County),
- √ Neighbor-to-Neighbor,
- √ American Indian Opportunities Industrialization Center (OIC), and
- √ Connections to Work Project for Pride and Living.

*Areas of Training*

Training was offered by the Minnesota Resource Center (MRC), in the following areas:

- √ Microsoft Office,
- √ Administrative Support,
- √ Computer Technician, and
- √ Call Center Specialist.

These areas were selected by EAC because they proved to be very successful in the past to prepare low-income individuals for well-paid jobs.

*Problems Encountered*

EAC reported that although trainees were screened for likelihood to complete training successfully, the following personal hardships arose:

- √ Health issues,
- √ Death in the family,
- √ Changes in residence,
- √ Child care issues, and
- √ Urgency of job search.

These issues resulted in lower training completion rates than expected by the agency. In addition, potential trainees referred by the Center for Victims of Torture were not eligible for training under MJSP guidelines because their children were residing in other countries. Nonetheless, EAC received additional referrals from partner organizations and exceeded their enrollment goal.



## **West Central Minn Initiative**

### *Description*

The West Central Minn Initiative was founded in 1986 and is sponsored by the McKnight Foundation. In 1992, WCI began to address workforce shortages and has spent more than \$3 million to support workforce development. More than 2,800 people have been trained by WCI since 1993.

### *Partnerships and Job Placement Strategies*

WCI's main partner was Teamworks, an initiative created with funds from the McKnight Foundation in 2001. Recruitment of potential trainees was a partnership effort between WCI and the McKnight Families Forward grant, and included the Red Lake, Leech Lake and White Earth Indian reservations. Women and Native Americans were targeted for this project.

WCI reported that Teamworks had effective relationships with businesses, which projected their job openings as a basis for recruitment. Potential candidates were assessed to meet a benchmark for specific jobs. Once individuals met the assessment benchmark, they were scheduled for a panel interview to give individuals the appropriate amount of information about the job to make the best match possible. Selected individuals were given conditional job offers based upon successful completion of training. They were aware of their salaries, hours of work and benefits before training began.

### *Areas of Training*

Training was provided by Teamworks in the areas of:

- √ Welding,
- √ Production operation, and
- √ Computer numeric-controlled operations.

### *Problems Encountered*

Given that the positions were in the areas of manufacturing, WCI reported that the project moved slower than expected, but final numbers showed that the organization was able to meet and even exceed its goals.

## WomenVenture

### *Description*

WomenVenture began in 1978 with the foundation of CHART, an agency that offered career assistance to women re-entering the job market. In 1989, CHART merged with Women's Economic Development Corporation (WEDCO), an organization that provided entrepreneurial support to women to achieve self-sufficiency. The new agency, Women Venture, was created to address a wide range of economic, training and career issues to support women.

In 1991, the agency realized that nontraditional occupations for women in the construction industry represented an opportunity for women to earn higher salaries. WomenVenture's nontraditional Jobs in Trades Program has served over 600 people in the Twin Cities.

### *Partnerships and Job Placement Strategies*

WomenVenture hired a full-time placement specialist to contact employers and encourage them to employ trainees. The placement specialist worked closely with firms to discuss placement strategies and concerns.

Partner organizations included community-based organizations for recruitment and business and associations for job site tours, informal interviews, mentoring and job placement.

### *Areas of Training*

Training was provided by WomenVenture and Urban Homework in the areas of:

- √ Construction,
- √ Cable, and
- √ Security and fire system installation.

### *Problems Encountered*

WomenVenture reported it did not encounter any problems during recruitment or placement of participants.

## **Workforce Solutions, Ramsey County**

### *Description*

Workforce Solutions is a merger of the former Ramsey County Job Training, St. Paul Workforce Program and the Career Counseling Unit of Ramsey County Human Services. Its programs are mainly federally-funded and include the Dislocated Workers Program, Adult Low Income Program, Minnesota Family Investment Program (MFIP), Work Resource Center and Parents' Fair Share among others.

### *Partnership and Job Placement Strategies*

Workforce Solutions had a training system with colleges and partnerships with potential employers established when the agency applied to the Low Income Workers Program. Specifically, Workforce Solutions initiated a collaborative effort in 2001 with HealthEast, United, Regions, and Gillette Children's Specialty Care hospitals to form the East Metro Health Careers Institute (EMHCI). Hospitals participating in the EMHCI had the agreement of hiring trainees who completed classes successfully. In addition, EMHCI hospitals were pleased with public funding and submitted additional resources to complement the cost of training.

### *Areas of Training*

Training was provided by Century College in the areas of

- √ Nursing, and
- √ Acute Care for Nursing.

### *Problems Encountered*

Workforce Solutions did not report major problems.

**Lao Family Community of Minnesota, Inc.**

*Description*

Lao Family Community of Minnesota (LCF) was founded in 1977 by Hmong leaders who were refugees during the Vietnam War. This organization is the largest Southeast Asian organization in Minnesota offering community-based services and the largest Hmong organizations in the country. LCF programs include English Education, MFIP Services, Dislocated Workers, Chemical Awareness, Mental Health, Teen Pregnancy Prevention and Family Crisis Intervention.

*Partnership and Job Placement Strategies*

Partnerships included the Hmong American Partnership, the Vietnamese Social Services of Minnesota, Women's Association of Hmong and Lao and the United Cambodian Association of Minnesota. These organizations provided support for trainee assessment and job placement strategies.

*Areas of Training*

Training was provided by St. Paul Technical College in the following areas:

- √ Computer and Business Skills
- √ Machine Operation
- √ Electronic Assembly

*Problems Encountered*

DEED experienced significant difficulty to contact the LCF to obtain information for this report. Several calls were made to obtain accurate information and clarify errors but they were not returned. In an effort to reconcile the data, AEO staff contacted the St. Paul Technical College. They stated that they did not have any relevant information for this report and that its contact person for the Lao Family Community Center was in the hospital for an indefinite period of time. Given the difficulty to obtain correct information from LFC, staff from AEO and MJSP decided not to include LCF in this analysis.

**APPENDIX B**

**SUMMARY TABLES**





**TABLE A  
NUMBER OF TRAINEES AND AVERAGE COST**

Organization	Training Providers	Areas (s) of Training	Number of Anticipated Low-Income Trainees	Number of Actual Low-Income Trainees	Percent Difference between Expected and Actual Number of Trainees	Low Income Amount Received	Cost Per Trainee*
Anoka County	North Hennepin Community College, Anoka-Ramsey County Community College, Anoka Hennepin Technical College	Phlebotomist, Lab and Medical Assistance, health unit coordinator, RN nursing program.	18	41	128%	\$49,692	\$1,212
HIRED	Hennepin Technical College, St. Paul Technical College and Minneapolis Community and Technical College.	Nursing Assistance, Home Health Aid, Trained Medication Assistance, Health Unit Coordinator, Medical Coding and Medical records Clerk.	46	56	22%	\$45,463	\$812
Pilot City Neighborhood	Summit Academy OIC, Dunwoody Institute	Carpentry and Plumbing	54	79	46%	\$ 152,460	\$ 1,930
Employment Action Center, Division of Resource Inc.	Minnesota Resource Center, a division of Resource, Inc.	Call center specialist, microsoft office, administrative technician, computer technician.	61	74	21%	\$80,120	\$ 1,083
Lao Family Community of Minnesota, Inc.**	St. Paul Technical College	Computer skills, electronic assembly and machine operator.	N/A	N/A	N/A	\$70,308	N/A
West Central Minn Initiative	Teamwoks, Inc.	CNC machine operation, production welding, production operation	80	87	9%	\$168,000	\$ 1,931
Women Venture	Women Ventures, Urban Homeworks	Construction training; cable, security & fire system installation	30	47	57%	\$ 75,000	\$ 1,596
Workforce Solutions, Ramsey County	Century College	Nursing Assistant and acute care training	30	34	13%	\$ 22,258	\$ 654
<b>TOTAL</b>			<b>319</b>	<b>418</b>	<b>31%</b>	<b>\$ 663,301</b>	<b>\$ 1,587</b>

NOTE:

\*Total amount of grant divided by the number of people enrolled.

\*\*Data were not available.



**TABLE B  
TARGET POPULATION CHARACTERISTICS**

Program	Number of people employed when training began		Number of minorities		Number of women		Number of males		Number of handicap		Number receiving public assistance when recruited for training	
	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual	Expected	Actual
Anoka County	18	41	4	17	16	38	2	3	2	0	9	0
<b>HIRED</b>	13	15	38	53	45	54	1	2	0	0	46	56
Pilot City Neighborhood	6	0	54	79	13	11	41	68	N/A		30	
Employment Action Center, Division of Resource Inc.	33	45	36	40	36	67	25	7	12	0	N/A	43
Lao Family Community*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
West Central Minn Initiative	25	34	12	10	20	34	30	53	0	0	15	34
Women Venture	11	12	15	24	30	47	0	0	0	0	8	23
Workforce Solutions, Ramsey County	0	8	8	20	25	31	5	3	2	0	5	21
<b>Total</b>	<b>106</b>	<b>155</b>	<b>167</b>	<b>243</b>	<b>185</b>	<b>282</b>	<b>104</b>	<b>136</b>	<b>16</b>	<b>0</b>	<b>113</b>	<b>177</b>

\*Data were not available.



**TABLE C  
ORGANIZATIONAL PARTNERS**

<b>Organization</b>	<b>Partnership with Companies/Organizations</b>	<b>Job Placement Strategies Available</b>
<b>Anoka County</b>	Allina health Systems, Crest View Corporation, Camilia Rose and Linwood Care Center.	The program is providing a full-time retention strategist to develop individualized work/school plans. This person is also in contact with partner businesses regarding job availability.
<b>HIRED</b>	The program did not list names of companies but it has a job database that contains active nursing assistance and similar positions.	The organization contacts companies in its database related to training.
<b>Pilot City Neighborhood</b>	Urban Strategies, McCormack Baron, Hennepin County Training and Employment, Mols Community Development Agency, Southeast Asian Community Council, Weis Builders.	Partners provide job placement and retention services. In addition, Weis Builders and McCormack Baron are general contractors seeking to hire trainees.
<b>Employment Action Center, Division of Resource Inc.</b>	Neighbor-to-Neighbor, The Center of Victims of Torture (to enroll eligible participants)	Resource, Inc has linkages with non-profit organizations which can assist to refer successfully trained people: HIRED, Workforce Solutions, Neighbor to Neighbor, American Indian OIC and Connections to Work.
<b>Lao Family Community of Minnesota, Inc.*</b>	N/A	N/A
<b>West Central Minn Initiative</b>	WCI/Teamworks Career Development Partnership	Teamworks has working relationships with employers, who agreed to hire individual successfully trained.
<b>Women Venture</b>	Minneapolis and St. Paul Urban Leagues, the American Indian OIC, Eastside Neighborhood Services, Sabathani Community Center, Women in Trades and the Salvation Army. Informal partnerships with employers included AT&T Broadband, Low Voltage Contractors, Ryan Construction and Vien & Companies.	The agency hired a full-time placement specialist to contact potential employers and to discuss placement strategies.
<b>Workforce Solutions, Ramsey County</b>	Regions Hospital, United Hospital, Children's Hospital and Clinic St. Paul, Gillette Children's Specialty Health Care, Health East, HIRED, and Employment Action Center	Workforce Solutions and Century College joined to form a collaboration to assist five health care hospitals in the East Metro Area with labor shortages. Hospitals agreed to hire people successfully trained.

\*Data were not available.





**TABLE D  
TRAINING RESULTS  
(As of June 30, 2003)**

Program	Employment before Training		People Receiving Public Assistance Before Training		People Completing Training Successfully		People Receiving Public Assistance After Training		People Placed in New Jobs		People in Process of Being Placed in New Jobs	
	Number of Trainees	Percent	Number of Trainees	Percent	Number of Trainees	Percent	Number of Trainees	Percent	Number of Trainees	Percent	Number of Trainees	Percent
Anoka County	41	100%	0	0%	12	29%	0	0%	8	20%	4	10%
<b>HIRED</b>	15	27%	56	100%	42	75%	48	86%	13	23%	30	54%
Pilot City Neighborhood*	10	20%	19	39%	26	33%	N/A	N/A	9	11%	9	11%
Employment Action Center, Division of Resource Inc.	25	34%	43	58%	62	84%	41	56%	19	26%	30	41%
Lao Family Community**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
West Central Minn Initiative	34	39%	34	40%	83	95%	N/A	N/A	68	85%	15	17%
Women Venture	11	23%	23	49%	31	66%	22	47%	24	51%	20	43%
Workforce Solutions, Ramsey County	8	25%	24	75%	34	100%	7	21%	25	74%	6	19%
<b>Total</b>	<b>144</b>	<b>37%</b>	<b>199</b>	<b>52%</b>	<b>290</b>	<b>69%</b>	<b>118</b>	<b>47%</b>	<b>166</b>	<b>42%</b>	<b>114</b>	<b>26%</b>

Note: Percentages are based on data available. Missing values were excluded.

\*Data for 28 trainees on employment and public assistance before training was not provided by the agency. Percentages are based only on data available.

\*\*Data were not available.

