

Minnesota

# Dislocated Worker Program

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STATE FISCAL YEAR

A N N U A L R E P O R T

2012

Supporting Our Workforce,  
Strengthening Our Economy

In order to support individuals in transition, Minnesota's Dislocated Worker (DW) program worked smarter and more efficiently in SFY2012. Despite sustained demand, the DW program continues a strong history of exceptional performance. DW program staff have more fully integrated with Trade Adjustment Assistance (TAA) and other programs in Minnesota to help retrain workers. This year brought several unexpected events: Duluth weathered significant flooding; Verso paper in Sartell endured a fire and then completely closed; multiple mass layoffs occurred across the state. The DW program provided a steadfast support through it all.

LETTER FROM THE DIRECTOR

The year ending June 30, 2012 saw some much-needed recovery in the operations and budget of the state's Dislocated Worker program. This critical program, which seeks to help laid-off Minnesotans find their next great career, finally enjoyed the fruits of a gradually recovering economy. As state program funding remained stable and fewer new workers experienced job loss, program waiting lists dropped to zero across the state, for the first time since 2008.

We are pleased to report that throughout the Great Recession and subsequent recovery, program performance remained strong – above our goals, and well above average performance nationwide for similar programs. Minnesota continues to benefit from maintaining a strong state-funded Dislocated Worker program, through the Workforce Development Fund. These additional resources allow Minnesota the policy flexibility to do things other states cannot do nearly as well – such as fully integrate Trade Adjustment Assistance services for trade-impacted workers, or participate in innovative federal pilot projects that may require specific policies and/or resources.

One of our goals for the coming year will be to build on that success, by addressing some of the persistent issues that face Minnesota's low-income workers. When workers with low income are laid off, they can often struggle to find a new job quickly – and spending a long time in training is even harder to contemplate, since

their missing income can put essentials such as housing and food at risk. We have seen some promising results with the FastTRAC pilot program and will deepen that partnership to learn what is possible by integrating with Adult Basic Education and related services.



Our other major goal for the coming year will be to define more clearly the return on taxpayer investment that the Dislocated Worker program represents. We are proud to be part of the Governor's Workforce Development Council's pilot effort in this respect, and we eagerly await the preliminary data that should be available shortly after the release of this annual report. Meanwhile, we've included some key cost-efficiency data in these pages, and we welcome questions from policymakers and stakeholders regarding the excellent work we and our partners do.

On behalf of the program, its partners, and the thousands of job seekers who have found new jobs at great Minnesota businesses as a result of this investment: THANKYOU for your support. We look forward to continued success!

— Anthony Alongi  
Director, Dislocated Worker Program

MINNESOTA DISLOCATED WORKER PROGRAM

The Costs and the Benefits

During SFY 2012, program operators and DEED staff spent	<b>\$20,294,743</b>	TO SERVE	<b>13,568</b> PARTICIPANTS	WE SPENT <b>\$1,496</b> PER PARTICIPANT.
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**7,076** exited the program with **5,847** entering unsubsidized employment: **82.6** percent.

On average, Minnesota Dislocated Worker program providers spend **\$3,471** per job attained.

## Funding and Expenses

Over the course of SFY 2012 (July 1, 2011 – June 30, 2012), the DW program expended \$20,294,743 (Table 1), representing the third consecutive year of decreasing expenditures, from a high of \$30,821,000 in SFY 2009. The Minnesota DW program, however, continues to be significantly larger than the state's Workforce Investment Act funded DW Program (WIA DW), both in terms of funding and customers served.

**TABLE 1: Dislocated Worker Program Overview for SFY 2012**

Program	Customers Served	Program Funding Expended	Allocated Program Funding Over at Least Two Years
MN DW	13,568	\$20,294,743	\$25,283,000
WIA DW <sup>2</sup>	7,868	\$11,059,733	\$12,869,603
NEG <sup>2</sup>	2,256	\$2,046,839	\$1,133,163
TOTAL	19,741 <sup>1</sup>	\$31,836,733	\$39,285,766

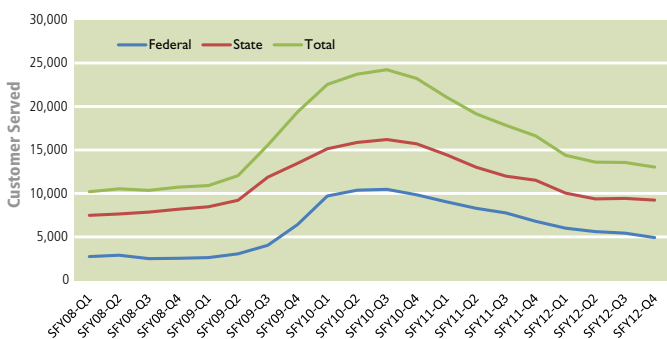
<sup>1</sup>Due to co-enrollment in programs, the total unique count of customers will not equal the sum of customers served in each funding stream.

<sup>2</sup>Program performance outcomes combine all customers served in WIA DW, WIA ARRA DW and NEGs. This table breaks down the numbers served into more specific components of our programs.

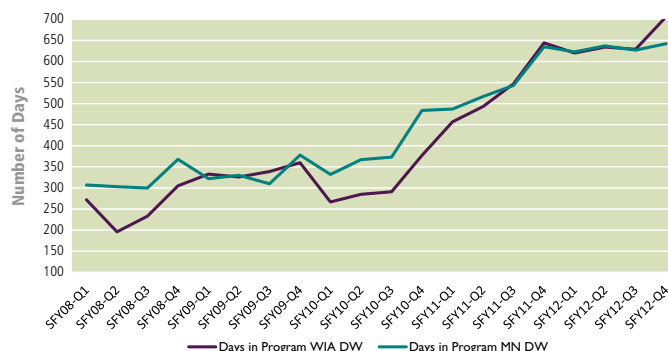
## Enrollment

In SFY 2012, the Minnesota DW program served nearly 14,000 customers, almost twice the number served by our federally funded DW program. We've almost returned to pre-recession rates of service following a peak of 24,000 served in SFY 2010 (Figure 1). Presenting different challenges, the average enrollment time period for a Minnesota DW program customer reached 650 days at the end of SFY 2012 (Figure 2). This statistic evidences an improving economy that has struggled to reincorporate workers who lost their jobs during the recession. Another factor is higher co-enrollment in TAA.

**FIGURE 1: Dislocated Worker Customers Served SFY 2008-SFY 2012**



**FIGURE 2: Average Number of Days in Dislocated Worker Program, SFY 2008-SFY 2012**



## Major Events

In SFY 2012, Minnesota faced daunting challenges to its workforce and state economy. The Verso paper plant was shut down after sustaining large damage from a fire. Sartell, the hometown of the Verso plant, lost its largest employer and a focal point of the local economy. Duluth sustained extensive damage from a June flood and then lost more than 140 jobs when a hardboard plant, run by Georgia-Pacific, permanently closed in August. Finally, the long-awaited closing of the Ford Twin Cities Assembly Plant, which originally opened in 1924, was the end of an era for many workers. The backdrop to these events was a national economy still recovering from recession and decreasing federal funding for workforce development.

**Table 2: Ten Largest Mass Layoff Events SFY 2012**

Company	Employees Laid Off
Mesaba Airlines	1,007
Ford TCAP 2011	810
Cerenity Senior Care	313
Cargill	200
Anderson 2011	186
G & D Integrated	169
Reynolds Food Packaging	162
Bloomington's at MOA	150
K-Mart 2012	149
Medtronic	125
<b>Total Employees Laid Off</b>	<b>3,271</b>

## WHO WE ARE AND WHAT WE DO

Working together with Unemployment Insurance (UI), the DW program supports workers who have lost their jobs. Program staff offer career counseling, job search assistance, training, and support services. The program benefits:

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

### Customers

The DW program serves Minnesotans who have lost their jobs through no fault of their own (i.e. they neither quit nor were fired). Any of the following groups are eligible for DW program services in Minnesota:

- Workers who have been laid off through no fault of their own;
- Self-employed individuals who lose their jobs due to economic conditions;
- Veterans leaving active duty with the armed forces; and
- Certain individuals leaving active duty of the National Guard or armed forces reserves.

To be eligible for the DW program, an individual typically must qualify for UI. The DW program excludes temporary or seasonal workers, however, who make up a large portion of UI recipients.

### Services

The DW program provides a wide variety of services. These services can be classified into four categories:

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

## Snapshot of SUCCESS



### Barb Anthony

**Previous Occupation:** Receptionist

**New Occupation:** 7th and 8th grade English teacher

**Credential Obtained:** Bachelor of Science in communication arts and literature education

**Time in DW Program:** 2.5 years

**About:** Due to budget cuts, Barb lost her job as a receptionist at a local high school after working there for 10 years. Using Dislocated Worker program assistance, Barb returned to school, got a degree in education, and returned to the high school as an English teacher.

**Provider:** Southwest Private Industry Council

**Counselor:** Jeff Guest

*"Getting let go was a real blow to our family. This was the third full-time job lost within our family. The economy had really taken a toll on our family financially... I am so happy to be employed again and working where my kids will be going to school. This could not have been possible without the Southwest Private Industry Council's moral and financial support."*

*-Barb Anthony*

## HOW WE DO IT

### Program Structure

Minnesota is unusual in having its own, state-funded DW program. Most states only have a federally funded DW program, as established by the Workforce Investment Act (WIA) of 1998. Minnesota's two DW programs work side by side and are virtually indistinguishable in the eyes of the customer. Our state DW program allows services to many more job seekers than what the federally funded DW program can provide alone. The structure of the state DW program, therefore, purposefully mirrors the structure of the federal DW program to more efficiently deliver services and serve more people.

The DW program provides services through a network of 48 WorkForce Centers in Minnesota housing hundreds of DW program counselors. These counselors meet with customers and provide core services as well as coordinate training.

In the DW program, Minnesota is divided into 16 WorkForce Service Areas (WSAs), each of which is governed by a Workforce Investment Board (WIB). WIBs provide local input and control over the administration and tailoring of the DW program. Directors of each WSA establish policies for their WorkForce Centers as well as coordinate with the central DW program staff in St. Paul. Because Minnesota is home to diverse economic areas, local considerations are important in delivering effective services. The Workforce Investment Act requires the establishment of these WSAs and WIBs.

In addition to the 16 WSAs, there are seven WIA-certified, independent service providers:

- Arrowhead Economic Opportunity Agency;
- Career Solutions;
- Employment Action Center;
- Goodwill/Easter Seals;
- HIRED;
- Jewish Vocational Services; and
- Lutheran Social Service.

There are also three independent service providers authorized to serve dislocated workers from small layoffs:

- Career Management Services;
- Quality Career Services; and
- Teamsters Service Bureau.

## Snapshot of SUCCESS



### Patrick Sullivan

**Previous Occupation:** Lead machine operator

**New Occupation:** Aseptic manufacturing technician

**Co-enrolled:** Trade Adjustment Assistance

**Time in DW program:** 6 months

**About:** Patrick faced his layoff calmly with the knowledge that he was beginning a new chapter in life.

**Provider:** Employment Action Center

**Counselor:** Tamika Brewer

*"Over the months you gave me tips, pointers, and encouragement that made job search and interviewing easier. Your confidence and optimism is a 'force multiplier'."*

*-Patrick Sullivan*

Snapshot of **SUCCESS**



*Jill Mertens*

**Previous Occupation:** Homemaker

**New Occupation:** Paralegal

**Credential:** Associates of Applied Science in paralegal studies

**Time in DW program:** 4 months

**About:** Jill was under pressure to find a career that would allow her to take care of her two sons and stay financially afloat. She achieved her goal and now has her dream job with a well-known law firm in Rochester.

**Provider:** Rural Minnesota CEP

**Counselor:** Pamela Chick

*"I earned a 3.8 GPA and was an honor student. I wouldn't have been able to accomplish this career goal without the WorkForce Center behind me. They helped give me confidence and find strength throughout my journey. They still keep in contact with me, making sure I am doing well."*

*-Jill Mertens*

**Small and Large Layoffs**

Because the size of a layoff impacts how to best reintegrate workers, the DW program responds differently to small and large layoffs.

**Small Layoffs**

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

**Large Layoffs**

A dislocated worker who is part of a large layoff (more than 50 people in fewer than 30 days) will often enter the DW program through a **project**. Projects begin with the workers forming, from within themselves, a Selection and Planning Committee. This committee chooses a single provider to serve the full group of workers affected by the layoff. Members of the committee interview bidding providers and evaluate them on past performance, creating a competition among service providers. In addition to selecting the provider, the committee outlines the services it will require. This way, the service provider can tailor services to meet the unique needs of the workers impacted by a specific layoff.

**Rapid Response**

Minnesota's Rapid Response Team is the first responder to large layoffs and a vital component of providing services quickly. They find out about layoffs, coordinate with businesses, and let customers know about our program.

Rapid responders find out about upcoming layoffs from varying sources, including the employer, the workers themselves, suppliers to the business, and the media. Although the federal Worker Adjustment Retraining Notification (WARN) Act requires employers to notify the state of a "large" layoff (over 50 individuals in a 30-day period), many businesses will notify the DW program even if their layoff affects fewer than 50 workers. This communication increases the effectiveness of Minnesota's program. The Rapid Response Team works hard to develop strong relationships and respect among Minnesota's employers.

Upon notification, rapid responders meet with the employer to discuss the size, scope, and timing of the upcoming layoffs. Rapid responders first look for ways to avert the layoff. If it moves forward, rapid responders inform all relevant stakeholders and schedule orientation meetings with workers. In these meetings, rapid responders provide information about UI benefits and services offered by the DW program. They also ask impacted worker to complete a survey that informs the DW service provider of their most critical needs.

**Trade Adjustment Assistance**

Workers losing their jobs due to foreign trade may be entitled to additional benefits under the federal Trade Adjustment Assistance (TAA) program. An individual laid off from a TAA-certified work site may be eligible for a wider range of benefits, including additional training dollars. In Minnesota, every TAA customer is co-enrolled in the DW program.

**National Emergency Grants**

National Emergency Grants (NEGs) are additional funding provided by the United States Department of Labor (USDOL) to temporarily expand the service capacity of the DW program in response to natural disasters and large, unexpected economic events which cause significant job losses. In SFY 2012, Minnesota opened one new NEG of \$656,098 to provide employment-related assistance to more than 150 workers laid off in November and December 2011 by Andersen Windows. Minnesota also received \$477,065 of additional funding to finish the cleanup damages caused by a flood in southern Minnesota in 2010. Finally, in SFY 2012, Minnesota closed out a NEG project for the more than 600 workers who had lost their jobs after the 2010 merger of Northwest Airlines and Delta.

**Supporting Entrepreneurship**

Minnesota is a state of innovation and business creation. A recent report by the University of Nebraska, in fact, ranked Minnesota as one of the top five states in the country for entrepreneurship.

On December 31, 2011, the DW program closed its second Project GATE (Growing America Through Entrepreneurship) demonstration program. Project GATE II supported entrepreneurship among DW program participants as a means to economic recovery. By providing small business assessments, training, and consulting, the program assisted dislocated workers aged at least 45 years as they launched or grew small businesses. Since

Snapshot of **SUCCESS**

*Melanie Mornard*



**Previous Occupation:**  
Trainer

**New Occupation:**  
Training developer

**Credential Obtained:**  
Six Sigma, OSHA certifications, Microsoft Access

**Time in DW Program:** 1.5 years

**About:** Melanie was first laid off at age 63. She was able to update her skills and start a new position doing the work she loves. Melanie is currently developing a safety program for an international nonprofit organization.

**Provider:** Washington County WorkForce Center

**Counselor:** Sharon Hansen

*"I'm a seasoned worker who would get fantastic phone interviews followed by disappointing in-person interviews. Employers saw me as an older worker and checked me off their list. However, I never gave up the hunt! The Dislocated Worker program offered me guidance, funding for further training, and excellent workshops that taught me how to compete in today's extremely competitive labor market. I found these services to be priceless."*

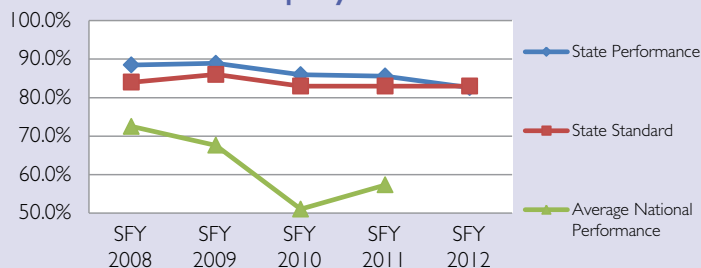
-Melanie Mornard

*"Melanie was one of the most tenacious customers I ever worked with. She never gave up, and it all paid off. I learned a lot from Melanie!"*

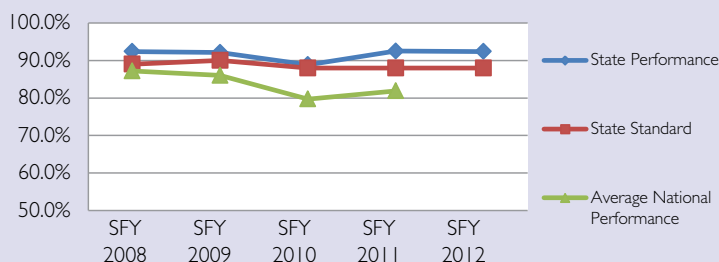
-Sharon Hansen, dislocated worker counselor

**FIGURE 3: Performance Results**

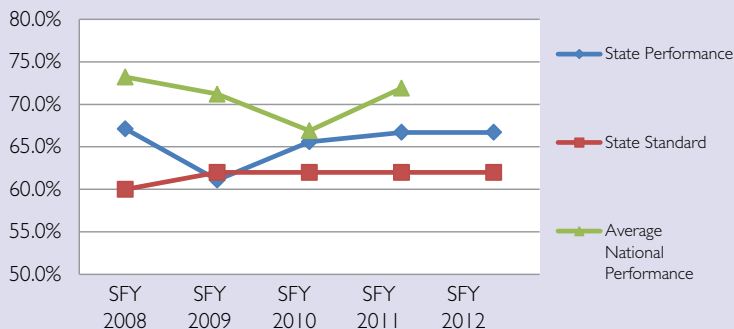
## Entered Employment Rate



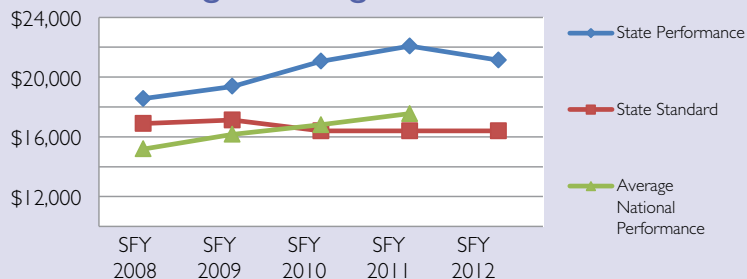
## Employment Retention Rate



## Credential Rate



## Average Earnings



its beginning in 2009, the program served 669 individuals. Of these, 144 customers launched or grew a business; 123 of these businesses have now been operating for at least a year and 93 for two years.

## OUR RESULTS

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

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

Each year, Minnesota negotiates performance goals with USDOL for the federal DW program in each of these areas. The Minnesota DW program uses these same goals. In SFY 2012, the Minnesota DW program exceeded three out the four performance goals and fell short of one. The entered employment rate was 82.6%, slightly below our goal of 83.0%.

From a historical perspective, the Minnesota DW program maintained similar levels of performance in retention and credentialing. The entered employment rate has continuously declined since 2009. The average earnings in 2012 were also lower than in 2011, marking the first decline in earnings against a previous year since 2007.

From a comparative perspective, the Minnesota DW program continues to exceed national averages in every area except credentialing. Program staff continue to improve credential tracking within Workforce One, a customer tracking system, which will enhance this performance measure. With so many customers exiting into employment, the relative demand on training programs is slightly smaller as compared to the national average. Overall, the Minnesota DW program takes pride in solid program performance, but always strives to improve.



## ACCOMPLISHMENTS 2012

### ■ Strong Performance

The Minnesota DW program continues to produce strong performance outcomes. Whether looking at customers getting a job, retaining their job, or post-program earnings, the Minnesota DW program proves itself as a national leader. Both in SFY 2012 and historically, we have consistently met or exceeded our performance standards as well as national averages.

### ■ Improved Collaboration with TAA

Minnesota's DW program is uniquely integrated with the Trade Adjustment Assistance (TAA) program. All customers in the TAA program are co-enrolled in the DW program in Minnesota. Program staff work in close partnership, facilitating information sharing and spreading best practices in serving our customers. This integration helps to ensure we are constantly improving our program delivery. This collaboration allows us to better leverage state program funding, which contributes to the decreasing cost per employed customer in table 3.

### ■ Took First Steps to Incorporate Career Pathways Model

In Minnesota, service providers understand that securing a job is not the final end goal for all job seekers. Upon enduring a layoff, many individuals will seek to improve their career by embarking on a career pathway, which often involves continuing education even after securing employment. In Minnesota, we set aside a portion of state funding to establish partnerships between schools, community organizations and employers to support these job seekers in their quest for ongoing improvement. Nine of our nineteen service providers are trying this model.

## GOALS FOR 2013

### ■ Increase Coordination with Other State Programs

The Minnesota DW program will prioritize increasing our coordination and integration with other state programs in SFY 2013. We are piloting a new joint counselor training conference in 2013, where Minnesota DW counselors will learn alongside MFIP counselors. These efforts should improve our services and information sharing.

### ■ Find New Efficiencies and Continuous Improvement Opportunities

The Minnesota DW program and our surrounding team will find new ways to increase the impacts of our funding in the coming year. During SFY 2013, we will fully implement our new rapid response design and scanning process, which will give us the freedom to translate and print surveys as we need. Our grants team will work to improve the grant plan and modification forms. Our TAA team will continue to improve the customer service experience. Our policy and performance team will continue to update policies and improve their readability. Finally, our entire team will be focusing on creating the best return on investment possible for taxpayers.

### ■ Support Entrepreneurs

With the successful completion of Project GATE II, the Minnesota DW program is looking for how to best support our entrepreneurs in the future. We have developed a plan, **Converting Layoffs into Minnesota Businesses (CLIMB)**, that seeks to write the lessons we learned from Project GATE into our administrative parameters. We will be working to make supporting entrepreneurs a permanent facet of the Minnesota DW program.

**TABLE 3: Minnesota Dislocated Worker Program Cost Benefit Analysis: The Past Five Years**

State Fiscal Year	Program Funding Expended	Customers Served	=	Funding Cost per Customer Served	Number of Individuals Exiting into Employment	=	Funding Cost per Employed Customer
2012	\$20,294,743	13,568	=	\$1,496	5,847	=	\$3,471
2011	\$28,072,581	17,006	=	\$1,651	6,451	=	\$4,352
2010	\$29,420,000	20,507	=	\$1,435	4,497	=	\$6,542
2009	\$30,821,000	16,350	=	\$1,885	4,911	=	\$6,276
2008	\$25,852,000	13,043	=	\$1,982	4,910	=	\$5,265
<b>Total</b>	<b>\$134,460,324</b>	<b>80,545</b>	<b>=</b>	<b>\$1,688</b>	<b>27,176</b>	<b>=</b>	<b>\$5,073</b>

## APPENDIX: MINNESOTA DISLOCATED WORKER PROGRAM

	Funding Expended	Exited	Served	“Employed exiters/ Total exiters”	=	Entered Employment Rate	Standard	“Employed exiters who kept job/ Employed exiters”	=	Retention Rate
State	\$20,294,743	5,814	13,568	5,847/7,076	=	82.6%	83.0%	6191 / 6,701	=	92.4%
Anoka County	\$1,070,308.27	240	555	192 / 231	=	83.1%	83.0%	290 / 314	=	92.4%
Career Management Services (CMS)	\$1,379,130	484	1,081	392 / 522	=	75.1%	83.0%	400 / 425	=	94.1%
Central MN Jobs and Training	\$1,907,082	367	932	353 / 413	=	85.5%	83.0%	342 / 381	=	89.8%
City of Duluth	\$142,886	22	58	25 / 31	=	80.6%	83.0%	22 / 23	=	95.7%
Dakota/Scott Workforce Services	\$835,385	654	1,267	563 / 673	=	83.7%	83.0%	433 / 472	=	91.7%
Employment Action Center (EAC)	\$699,027	294	510	345 / 476	=	72.5%	83.0%	337 / 374	=	90.1%
Hennepin/ Carver ETC	\$1,931,754	942	1,790	904 / 1,066	=	84.8%	83.0%	911 / 999	=	91.2%
HIRED	\$910,414	182	516	150 / 187	=	80.2%	83.0%	286 / 306	=	93.5%
MN Teamsters Service Bureau	\$1,296,141	259	727	337 / 450	=	74.9%	83.0%	470 / 489	=	96.1%
Mpls Employment and Training	\$690,803	196	460	203 / 236	=	86.0%	83.0%	182 / 200	=	91.0%
NE MN Office of Job Training	\$661,812	117	261	135 / 159	=	84.9%	83.0%	223 / 241	=	92.5%
Northwest PIC Inc	\$411,487	74	243	19 / 22	=	86.4%	83.0%	20 / 22	=	90.9%
Quality Career Services	\$1,047,732	137	847	175 / 223	=	78.5%	83.0%	165 / 186	=	88.7%
Ramsey Cty Workforce Solutions	\$2,122,659	540	1,582	598 / 707	=	84.6%	83.0%	594 / 647	=	91.8%
Rural MN CEP Inc	\$1,044,006	217	401	194 / 225	=	86.2%	83.0%	241 / 258	=	93.4%
S Central Workforce Council	\$755,223	202	440	212 / 248	=	85.5%	83.0%	244 / 258	=	94.6%
SE MN Workforce Development	\$441,255	286	593	406 / 455	=	89.2%	83.0%	372 / 396	=	93.9%
Stearns/Benton E&T	\$517,610	184	398	148 / 171	=	86.5%	83.0%	182 / 193	=	94.3%
SW MN PIC Inc	\$381,811	111	230	141 / 164	=	86.0%	83.0%	119 / 126	=	94.4%
Washington County	\$512,477	140	411	196 / 214	=	91.6%	83.0%	202 / 215	=	94.0%
Winona Cty Workforce Council	\$124,100	140	201	139 / 171	=	81.3%	83.0%	126 / 135	=	93.3%

## APPENDIX: MINNESOTA DISLOCATED WORKER PROGRAM

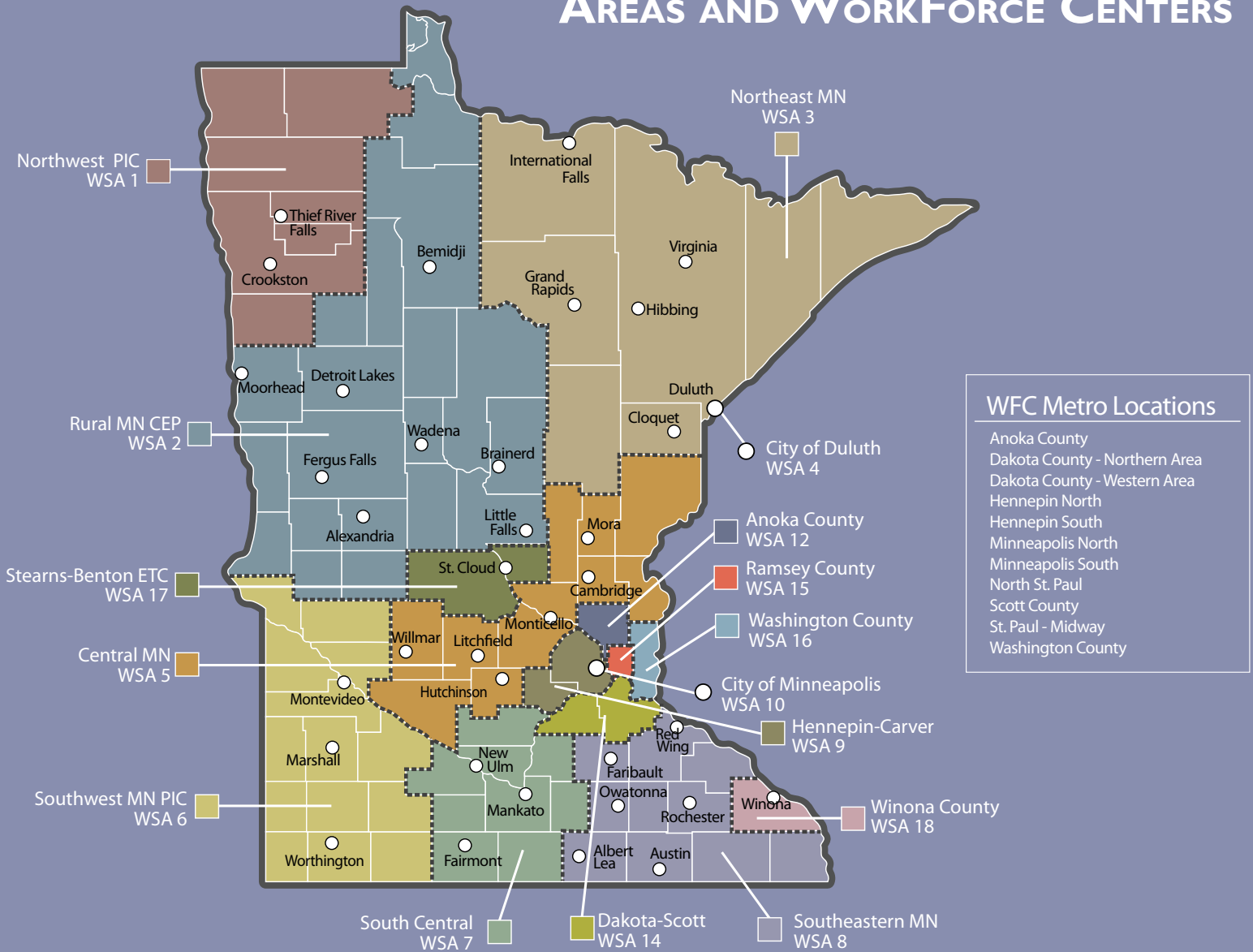
Standard	“Employed with credential/ Exiters receiving training”	=	Credential Rate	Standard	“Total exiter earnings/Employed exiters”	=	Average Earnings	Standard	Cost per Customer Served	Cost Per Employed Customer
88.0%	1,970 / 2,954	=	66.7%	62.0%	\$128,215,868 / 6,067	=	\$21,133	\$16,400	\$1,496	\$3,471
88.0%	46 / 70	=	65.7%	62.0%	\$5,661,187 / 267	=	\$21,203	\$17,205	\$1,928	\$5,575
88.0%	122 / 211	=	57.8%	62.0%	\$12,209,995 / 398	=	\$30,678	\$17,933	\$1,276	\$3,518
88.0%	206 / 281	=	73.3%	62.0%	\$6,586,043 / 342	=	\$19,257	\$14,287	\$2,046	\$5,403
88.0%	10 / 16	=	62.5%	62.0%	\$494,028 / 21	=	\$23,525	\$13,354	\$2,464	\$5,715
88.0%	173 / 255	=	67.8%	62.0%	\$10,446,112 / 433	=	\$24,125	\$16,943	\$659	\$1,484
88.0%	85 / 140	=	60.7%	62.0%	\$7,232,566 / 334	=	\$21,654	\$17,933	\$1,371	\$2,026
88.0%	176 / 259	=	68.0%	62.0%	\$19,718,972 / 891	=	\$22,131	\$19,775	\$1,079	\$2,137
88.0%	40 / 54	=	74.1%	62.0%	\$7,478,725 / 286	=	\$26,149	\$17,933	\$1,764	\$6,069
88.0%	80 / 156	=	51.3%	62.0%	\$10,948,597 / 470	=	\$23,295	\$17,933	\$1,783	\$3,846
88.0%	58 / 93	=	62.4%	62.0%	\$2,879,061 / 159	=	\$18,107	\$18,509	\$1,502	\$3,403
88.0%	110 / 133	=	82.7%	62.0%	\$3,369,994 / 223	=	\$15,112	\$11,186	\$2,536	\$4,902
88.0%	12 / 18 =	=	66.7%	62.0%	\$333,024 / 20	=	\$16,651	\$13,328	\$1,693	\$21,657*
88.0%	24 / 97 =	=	24.7%	62.0%	\$4,776,491 / 165	=	\$28,948	\$17,933	\$1,237	\$5,987
88.0%	127 / 190 =	=	66.8%	62.0%	\$11,466,524 / 585	=	\$19,601	\$18,758	\$1,342	\$3,550
88.0%	111 / 130	=	85.4%	62.0%	\$3,476,827 / 240	=	\$14,487	\$12,440	\$2,604	\$5,381
88.0%	96 / 119	=	80.7%	62.0%	\$3,324,154 / 244	=	\$13,624	\$14,354	\$1,716	\$3,562
88.0%	170 / 276	=	61.6%	62.0%	\$6,141,665 / 361	=	\$17,013	\$16,237	\$744	\$1,087
88.0%	73 / 96	=	76.0%	62.0%	\$2,919,309 / 182	=	\$16,040	\$12,440	\$1,301	\$3,497
88.0%	63 / 98	=	64.3%	62.0%	\$1,797,689 / 118	=	\$15,235	\$14,370	\$1,660	\$2,708
88.0%	106 / 139	=	76.3%	62.0%	\$4,060,952 / 174	=	\$23,339	\$20,056	\$1,247	\$2,615
88.0%	75 / 104	=	72.1%	62.0%	\$1,937,142 / 125	=	\$15,497	\$11,333	\$617	\$893

\*Each year, the cost per job attained is markedly high in NW MN. This is due to the relatively sparse population and rural environment, creating unusual and prolonged challenges for job seekers.

\*\*State totals for participants exited and served are slightly greater than the sum of the individual providers listed in this table because of participants enrolled in other statewide programs.

# MINNESOTA DISLOCATED WORKER PROGRAM

## MINNESOTA'S WORKFORCE SERVICE AREAS AND WORKFORCE CENTERS



FOR QUESTIONS REGARDING THIS REPORT,  
OR TO RECEIVE A COPY IN AN ALTERNATIVE FORMAT:  
Department of Employment and Economic Development  
Anthony Alongi, Director  
Dislocated Worker Program and  
Trade Adjustment Assistance  
1st National Bank Building  
332 Minnesota Street, Suite E200  
St. Paul, MN 55101-1351  
Phone: 651.259.7528 Fax: 651.215.3842  
TTY/TDD: 1.800.657.3973

For a complete list of service providers or  
other questions about the program:  
651.259.7537 or 1.866.213.1422  
[www.PositivelyMinnesota.com/dw](http://www.PositivelyMinnesota.com/dw)



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