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# Performance Report

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## Department of Economic Security



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**AGENCY:** Economic Security, Minnesota Department of (MDES)

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**AGENCY MISSION:**

The mission of the Minnesota Department of Economic Security (MDES) is to help people help themselves achieve economic security.

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**AGENCY OVERVIEW:**

MDES is organized into branches: Workforce Preparation, Workforce Exchange, Workforce Rehabilitation Services, Workforce Services for the Blind, Production, and Support. The branches provide: low-income weatherization and energy assistance, Head Start, emergency food and housing, economic opportunity programs (which will transfer to the Minnesota Department of Children, Families and Learning on July 1, 1997), job training, dislocated workers' services, displaced homemakers' services, youth employment and training services, veterans' employment services, labor market information, reemployment insurance, employment, employment assistance, disability determination, employment and independent living assistance for people with disabilities, and agency support.

The customers of MDES programs are: unemployed persons searching for jobs; employers looking for qualified employees; employed workers searching for new job opportunities; persons eligible for reemployment insurance; students exploring career options or searching for work; employers looking for critical labor market information; human resource managers needing to educate themselves on employment laws and regulations; public assistance clients looking to achieve self-sufficiency; dislocated workers in need of retraining; senior citizens in search of employment; displaced homemakers; disadvantaged youth in need of jobs and training; disabled persons needing job training or seeking to live independently; blind or visually impaired people who need training to live independently or who want non-visual entertainment, information, and/or assistive technology; households needing assistance to pay energy bills; and low-income families with children ages three to five wanting to enroll in Head Start. To enhance customer outcomes, MDES is working with its customers to clearly define outcome measures to better determine the success of services and promote continuous improvement.

Most MDES program activities (services) are provided directly from MDES offices throughout the state. Other program activities are contracted to community-based agencies which provide the services, e.g., extended employment, job training partnership act, dislocated workers, displaced homemakers, and the following programs which will transfer to the Minnesota Department of Children, Families and Learning: emergency food and housing, economic opportunity, Head Start, energy assistance, and weatherization. In these programs, MDES serves as the administrator, which includes monitoring, training, and providing technical assistance.

MDES is committed to, and in the process of, integrating and redesigning its employment and training services for employers and job seekers. The Minnesota Workforce Center (MWC) System consists of "one-stop" facilities that provide all MDES employment and training-related services under one roof. Comprehensive job services are offered at these Centers, including career counseling, skills assessment, training, reemployment insurance, placement, local labor market information, and other employment services. The Centers are designed to be convenient, responsive, accessible, integrated, economical, and customer-friendly.

**FUNDAMENTAL AGENCY GOALS:**

MDES efforts in 1996 focused on four overarching goals in its effort to improve performance outcomes of the services provided to its customers:

- 1) Minnesotans will be able to live independently and fully participate in their communities;
- 2) Minnesotans in temporary economic hardship will have their basic needs met and an opportunity for prompt return to suitable employment;
- 3) Minnesotans will have the training and skills to be successful in the workplace; and
- 4) Minnesota employers, educators, and individuals will have labor market information needed to compete in the world economy.

## AGENCY STRATEGIES:

The agency's strategies are constructed to achieve the following outcomes:

- Improve services to customers by bringing programs together into Workforce Centers;
- Provide labor market information that supports business growth and provides a workforce needed to compete in the world economy;
- Effectively utilize technologies to improve program operations and service delivery systems;
- Provide employment and training services which link people to the world of work;
- Create and build coalitions to further choices and opportunities for Minnesotans with disabilities;
- Ensure that all people with severe disabilities have equitable access to opportunities for living and working in communities;
- Increase the number of blind persons and persons with disabilities who have gainful and fulfilling employment, manage their own homes or live independently, and gain access to the printed word through alternative reading materials; and
- Further link anti-poverty programs to Minnesota's Workforce Centers through partnerships with Community Action Agencies.

## AGENCY OBJECTIVES:

The agency's full performance report identifies 12 principal areas with defined objectives having measurable results for the reporting year 1996. A roll-up of the program area and the number of goals, objectives, and measures, together with 1996 expenditures, are:

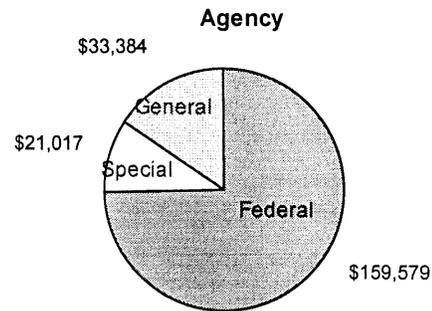
Program	BACT	Number of Goals	Number of Objectives	Number of Measures	BACT Level Expenditures (\$000)
<b>Workforce Preparation</b>	Employment Transition	5	11	13	\$22,751
	Youth Empl. & Training	1	9	13	\$18,740
	Youth Violence Prevention	1	6	6	\$2,284
	Welfare-to-Work	1	6	6	\$799
	Dislocated Worker	5	5	5	\$27,096
<b>Workforce Rehabilitation Services</b>	Vocational Rehabilitation	1	3	9	\$38,868
	Independent Living	1	1	2	\$2,009
	Extended Employment	1	1	2	\$10,634
<b>Workforce Exchange</b>	Reemployment Insurance	1	2	3	\$34,379
	Workforce Employment Exchange	2	2	2	\$29,434
	Disability Determinations	1	1	2	\$13,303
<b>Workforce Services for the Blind</b>	Services for the Blind	3	3	3	\$13,466

A summary table of reported measures as they relate to the major program area are included in the recap portion of the Executive Summary. Complete details of specific items, along with descriptions of the items and data sources, are covered in their representative section of the full report.

**AGENCY FUNDING:**

The Minnesota Department of Economic Security, while predominately federally funded, obtains some funds from the State and special sources. A breakdown of 1996 funding is shown in the following table and graphic:

Program	Federal	Special	General
WF SB	\$ 9,045	\$ 783	\$ 3,638
WF RS	\$ 33,059	\$ 22	\$ 18,232
WF Preparation	\$ 42,622	\$ 17,673	\$ 11,380
WF Exchange	\$ 74,853	\$ 2,539	\$ 134
<i>Total</i>	<i>\$ 159,579</i>	<i>\$ 21,017</i>	<i>\$ 33,384</i>



WF = Workforce

**PROGRAM:** Workforce Preparation

**DESCRIPTION OF SERVICES:**

The Workforce Preparation Branch provides employment and training programs through Private Industry Councils (PICs) and other community-based groups which promote economic security for Minnesotans. Services are delivered through five focus areas:

**EMPLOYMENT TRANSITION:** Services for both job seekers and employers are offered. Job seekers receive assistance ranging from improving their basic literacy and work habits to obtaining subsidized employment and financial assistance. Services assist employers in developing customized employee training, arranging for subsidized employment, and obtaining referrals of individuals for positions.

**YOUTH EMPLOYMENT AND TRAINING:** This focus provides services which integrate work and learning for economically disadvantaged youth between the ages of 14 and 21. The services are available through the Service Delivery Areas (SDAs) - Workforce Council delivery system. Additionally, summer youth participants are enrolled in community service projects that address unmet human service, public safety, environmental, and educational needs.

**YOUTH PROGRAMS/VIOLENCE PREVENTION:** Grants are provided on a competitive basis to counties, cities, and community-based organizations for prevention and early intervention programs targeting youth at risk of involvement or re-involvement with the juvenile justice system.

**WELFARE-TO-WORK:** MDES, in coordination with the Minnesota Department of Human Services, manages the Success Through Reaching Individual Development and Employment (STRIDE) and the Food Stamp Employment and Training (FSET) Programs. The services, available through Local Service Units, provide employment and training support to Aid to Families with Dependent Children (AFDC) recipients and non-exempt recipients of food stamps in their efforts towards self-sufficiency.

**DISLOCATED WORKER:** Services are aimed at assisting workers with a long attachment to the labor force in their transition to new employment when they are dislocated from employment as a result of plant closures,

permanent mass layoffs, skill obsolescence, technological change, international trade, and other economic disruptions.

**OBJECTIVES AND MEASURES SUMMARY:**

Programs coordinated by Workforce Preparation and delivered through the local providers and partners are funded by various federal and state sources. As such, these programs are required to operate and provide levels of service that meet or exceed legislatively defined criteria and measures. The full report outlines approximately 13 focus area goals with 43 associated measures. Several of these measures, assessed as representative of performance in each focus area, are summarized in the table below, followed by a condensed description:

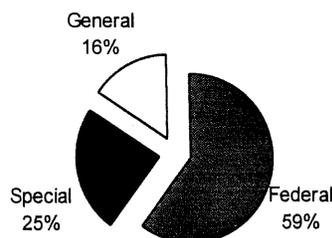
<b>Workforce Preparation Outcomes</b>						
** T = Target						
Measure	FY1993	FY1994	FY1995	FY1996	FY1997	FY1998
"Hard-to-serve" individuals will be served at a level of at least 65%.		70%	75%	75%	75% T	75% T
Number of displaced homemakers entering employment, compared to total population.	30%	32%	34% 30% T	34% 30% T	30% T	30% T
The number of youth who return to school or enter unsubsidized employment.		85% 85% T	90% 85% T	91% 90% T	90% T	90% T
Participants in the program as a result of a petitionable offense will be tracked for subsequent petitionable offenses within six months after completing the program.		10.04%	10% 10% T	10% T	10% T	10% T
Annual percentage of STRIDE participants who terminate the program as employed.	30%	32.9%	35%	36% 35% T	35% T	35% T
Median rate of wage replacement upon job placement.		80%	80% 80% T	86.5% 80% T	80% T	80% T

**1996 Expenditures and Staffing:**

Source	Amount
Federal	\$ 42,622
Special	\$ 17,673
General	\$ 11,380
	\$ 71,675

Number of FTE Staff: 51

**WF Preparation**



**PROGRAM:** Workforce Exchange

**DESCRIPTION OF SERVICES:**

Workforce Exchange's mission is to deliver workforce development, employment, and reemployment insurance services which enhance opportunities and economic security for its customers. These services support Workforce

Exchange's primary purpose of assisting people seeking employment and employers seeking employees to find one another. Services are provided through four focus areas:

**JOB SERVICE:** Services, all available to the public, include: recruitment of workers, direct placement; testing; trade adjustment assistance including referral to training; veteran placement activities; alien labor certification and determinations that prevailing wages are paid; counseling and job seeking training for job seekers; federal bonding referral to those who cannot get commercial bonding; summer jobs program, primarily for students; and work opportunity tax credit referrals. Job Service extends these services through coordination with Job Training Partnership Act providers and contractors (the agents of the Workforce Preparation Branch), local vocational colleges, and any other service providers which help develop and place workers and staff employers.

**REEMPLOYMENT INSURANCE:** Services are provided to employees who, after separation from employment, are deemed eligible under legislatively defined criteria. These services include income support; job seeking skills training; facilitated access to a skill-based job seeker pool; personal profiling; and ancillary support activities. Employer-related services include assigned account representative assistance; business planning; access to business-related information, e.g., ADA compliance and labor market information; employer-required testing of job candidates; and access to resource centers and seminars. This focus also supports the collection of employer taxes, an appeal process to settle disputes concerning employers or recipients, and the means to insure that all parties act within the law and not abuse program services.

**RESEARCH AND STATISTICS:** Services include collecting, analyzing, and disseminating labor market information on employment and unemployment to assist units of government, job seekers, and employers in planning for their economic development needs.

**DISABILITY DETERMINATION SERVICES (DDS):** Services are for determining, in accordance with Social Security Administration (SSA) regulations, if Minnesotans who are claiming disability under SSA programs meet the disability criteria to qualify for benefits. These services include gathering medical and vocational information, purchasing medical examinations for claimants when necessary to document their disabilities, analyzing the medical and vocational information, and making recommendations for eligibility. DDS also refers persons who may benefit from other services to programs such as Vocational Rehabilitation and Services for the Blind.

**OBJECTIVES AND MEASURES SUMMARY:**

Program services are funded by various federal sources and are thus required to operate and provide levels of service that meet or exceed federal standards in partnership with Minnesota law. Representative measures are included in the table below, followed by condensed detail.

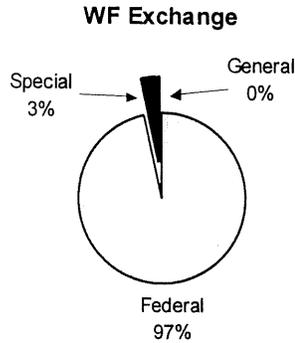
<b>Workforce Exchange Outcomes</b>						
Measure	FY1993	FY1994	FY1995	FY1996	FY1997	FY1998
Disability determination accuracy rate.	97.8%	98.2%	98.6%	97.6%	98+% T	98+% T
Listed job openings in growth occupations.		2,264	3,010	3,746	3,933 T	4,129 T
Average spell of unemployment. (in weeks)		9.65	9.5	8.7	8.0 T	8.0 T
Telephone requests for data projects.	5,300	5,600	5,900	6,200	6,500 T	6,500 T
Demand for LMI training.	19 18 T	25 24 T	32 30 T	37 35 T	50 T	50 T

\*\* T = Target

**1996 Expenditures and Staffing:**

Source	Amount
Federal	\$ 74,853
Special	\$ 2,539
General	\$ 134
	\$ 77,526

Number of FTE Staff: 1231



**PROGRAM:** Workforce Rehabilitation Services

**DESCRIPTION OF SERVICES:**

Workforce Rehabilitation Services assists Minnesotans with disabilities to reach their goals for working and living in the community. Services are delivered through three focus areas:

**VOCATIONAL REHABILITATION:** Vocational Rehabilitation (VR) assists persons with disabilities to achieve their employment goals and increase their financial independence, with priority given to persons with severe disabilities who have limitations in at least one functional area. The typical consumer has multiple vocational needs that cannot be fully met by the more traditional means of achieving employment such as Job Service or academic training programs. Services are provided by counselors located in 46 field offices that are currently transitioning into the Workforce Center System. The counselors provide the direct core services of vocational counseling, career planning, job development and placement, and follow-along services for a minimum of 60 days to ensure that consumers' employment is appropriate.

**INDEPENDENT LIVING:** Independent Living (IL) enhances the ability of persons with severe disabilities to live independently and function more independently with their families and in their homes and communities. Services include: individual and systems advocacy; independent living skills-training; individual and peer counseling; support groups; information and referral; education and technical assistance to the community; and assistance in obtaining transportation, equipment, attendant care services, housing, education, recreation, health care, low- and high-tech equipment or technology, modification of home and work environments, and other services as appropriate.

**EXTENDED EMPLOYMENT:** Extended Employment (EE) provides employment in supported and competitive environments for people with severe disabilities who are unable to work without receiving ongoing vocational and other support services. EE contracts with 28 public and private non-profit Community Rehabilitation Programs (CRPs) to provide a wide variety of employment services. Participants have disabilities with functional impairments severe enough to preclude their being competitive in jobs, even at the minimum wage level, without ongoing support services. Typical supported employment services include: job coaching (on-site job training or off-site support services); job skills training (in skills needed to find and keep a job); job modification (of the site and work processes, to allow the individual to successfully perform the job); and ongoing support (employer/employee relations, problem-solving and negotiation, money management, independent living skills, transportation, grooming and personal care skills, behavioral management, social skills training, and other skills training needed to maintain employment).

**OBJECTIVES AND MEASURES SUMMARY:**

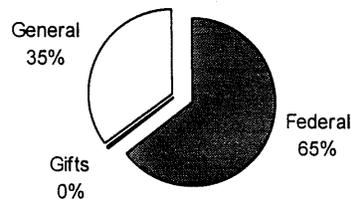
Selected outcomes of focus area services are summarized in the table below, with condensed detail as follows:

<b>Workforce Rehabilitation Services Outcomes</b>					
	<i>T = Target</i>				
<i>Measure</i>	<i>FY1993</i>	<i>FY1994</i>	<i>FY1995</i>	<i>FY1996</i>	<i>FY1997</i>
Number of successful employments.	3671	3881	4100	4294	4294
Increase in placements.		5.5%	11.9%	17.8%	17.8%
IL goals achieved by consumer - Part A.	1277	1268	2518	2618	2723 T
IL goals achieved by consumer - Part B.	199	208	274	284	297 T
Number employed.	7115	7496	7500	7620	7700 T

**1996 Expenditures and Staffing :**

<b>Source</b>	<b>Amount</b>
Federal	\$ 33,059
Gifts	\$ 220
General	\$ 18,232
	\$ 51,511

**WF RS**



Number of FTE Staff: 394

**PROGRAM:** Workforce Services for the Blind

**DESCRIPTION OF SERVICES:**

Workforce Services for the Blind assists Minnesota adults and children who are blind or visually impaired to attain vocational and personal independence. Services are delivered through three focus areas:

**REHABILITATION SERVICES:** Provides direct rehabilitation services, through Workforce Centers statewide, to persons of all ages who are blind or visually impaired, including those who have additional physical and/or mental impairments, when the loss of vision causes an impediment to employment, education, or personal independence. Services include counseling; instruction in alternative techniques including braille and cane travel; vocational training; job placement; and adaptive equipment.

**BUSINESS ENTERPRISES:** Creates statewide small business franchise opportunities for persons who are blind by functioning as independent business operators under subcontracts in primarily public buildings, including post-secondary institutions and rest areas on interstate and state highways.

**COMMUNICATION CENTER:** Provides, through paid staff and trained volunteers, lifelong information, library, and reading services statewide to Minnesotans who are unable to read normal newsprint because of a visual or physical impairment. Custom-recorded and/or braille textbooks, and job and leisure materials assist persons who are blind in achieving their ultimate goals of personal and vocational independence. Center programs give persons who are blind access to the same information as the general public.

**OBJECTIVES AND MEASURES SUMMARY:**

The three legislatively required goals (M.S. 248.07) are in alignment with the agency's fundamental goals stated in the introduction. The table below provides these objective measures covering the last several years, along with projections for the next two years.

## Workforce Services for the Blind Outcomes

\*\* e = estimated

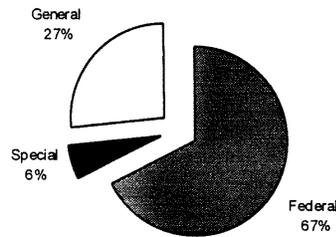
Measure	FY1993	FY1994	FY1995	FY1996	FY1997	FY1998
Number of blind persons employed.	131	145	146	139	150e	160e
Number of persons achieving home management or independent living.	866	1086	1162	974	1060e	1100e
Number of persons provided transcribed materials.	15769	14264	15284	15741	16500e	17250e

### 1996 Expenditures and Staffing:

Source	Amount
Federal	\$ 9,045
Special	\$ 783
General	\$ 3,638
	\$ 13,466

Number of FTE Staff: 120

WF SB



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# **AGENCY PERFORMANCE REPORT**

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**1996**

**ECONOMIC  
SECURITY DEPT**

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**Final Format    Prepared : December 3, 1996**

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**AGENCY : ECONOMIC SECURITY DEPT****MISSION**

The mission of the Minnesota Department of Economic Security (MDES) is to help people help themselves achieve economic security.

**GOALS**

- Minnesotans will be able to live independently and be able to fully participate in their communities.
  
- Minnesotans in temporary economic hardship will have their basic needs met and an opportunity for a prompt return to suitable employment.
  
- Minnesotans will have the training and skills to be successful participants in the workforce.
  
- Minnesota employers will have labor market information that supports business growth and a labor exchange that provides the workforce needed to compete in the world economy.
  
- Customers will describe MDES as an organization that has the staff, tools, and experience to meet their expectations.

**ORGANIZATION**

MDES is organized into 4 programmatic areas: 1) Workforce Preparation; 2) Workforce Exchange; 3) Rehabilitation Services; and 4) State Services for the Blind. Some MDES programs are provided directly from MDES offices throughout the state (Job Service, Reemployment Insurance, Rehabilitation Services, and Services for the Blind). Other programs are contracted to community-based agencies which provide the services (Job Training Partnership Act, dislocated workers, displaced homemakers, and youth programs). In these programs, MDES serves as the administrator, which includes monitoring, training, and other forms of technical assistance.

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**WAYS TO IMPROVE PROGRAM OUTCOMES**

MDES is predominantly federally funded. Data collection devices tend to be prescribed by the sponsoring agency and controlled by budgetary constraints placed upon MDES.

Current efforts are underway to employ current technology which will facilitate the reporting of data in a more accurate and timely manner. These efforts will also bring together data in a way that crosses traditional program boundaries so that outcomes can be focused on a broad set of data.

The nation's workforce system has undergone significant change in the past decade and promises to look vastly different as the next century approaches. To meet the challenge of new workforce realities, MDES must continuously improve and adapt its services. Minnesota was awarded a "one-stop" demonstration grant by the U.S. Department of Labor not only because it had an ambitious and timely plan, but because Minnesota has shown commitment to quality and investment in services that maximize results. Formerly, employers and job seekers had to go to as many as five different offices to get the services or information they required. Now, with Minnesota Workforce Centers, there is only one door to enter. This replaces confusing and expensive duplication of effort with efficient and convenient service delivery to customers. The new structure will allow for a much better match between available skilled workers and jobs. Technology developed and utilized in the Workforce Center System will facilitate the reporting of data in a more accurate and timely manner.

**EMPLOYEE PARTICIPATION**

One meeting of the Employee Participation Committee was held. Numerous other employee committees exist which have provided input through the agency's total quality management efforts as to the functions of the agency.

Date : December 3, 1996

## Agency Expenditure Summary

F.Y. 1996

NAME	(in thousands \$)	%	FTE	%
		of \$		of FTE
AGENCY: ECONOMIC SECURITY DEPT	\$294,840	100.0%	1,850	100.0%
PROGRAM: WORKFORCE PREPARATION	\$71,548	24.3%	51	2.8%
BACT: EMPLOYMENT TRANSITION SERVICES	\$22,630	7.7%	23	1.3%
BACT: YOUTH TRAINING	\$18,740	6.4%	8	0.4%
BACT: YOUTH VIOLENCE PREVENTION	\$2,282	0.8%	1	0.1%
BACT: WELFARE TO WORK SERVICES	\$798	0.3%	7	0.4%
BACT: DISLOCATED WORKER	\$27,098	9.2%	12	0.7%
PROGRAM: WORKFORCE EXCHANGE	\$77,526	26.3%	1,231	66.5%
BACT: WORKFORCE EMPLOYMENT EXCHANGE	\$29,434	10.0%	444	24.0%
BACT: REEMPLOYMENT INSURANCE	\$34,789	11.8%	648	35.0%
BACT: DISABILITY DETERMINATION	\$13,303	4.5%	139	7.5%
PROGRAM: WORKFORCE REHABILITATION SVCS	\$51,510	17.5%	397	21.4%
BACT: VOCATIONAL REHABILITATION	\$38,867	13.2%	389	21.0%
BACT: INDEPENDENT LIVING	\$2,009	0.7%	4	0.2%
BACT: EXTENDED EMPLOYMENT	\$10,634	3.6%	4	0.2%
PROGRAM: WORKFORCE SVCS FOR THE BLIND	\$13,467	4.6%	120	6.5%
BACT: SERVICES FOR THE BLIND	\$13,467	4.6%	120	6.5%

**Agency** : ECONOMIC SECURITY DEPT

**Program** : WORKFORCE PREPARATION

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$71,548	24.27%
From Federal Funds	\$42,492	
From Special Revenue Funds	\$17,673	
General	\$11,383	
Number of FTE Staff:	51	2.78%

**GOALS :**

The Workforce Preparation Branch (WPB) provides employment and training programs through Private Industry Councils (PICs) and other community-based groups which promote economic security for Minnesotans. Specific goals are included in the Description of Services.

**DESCRIPTION OF SERVICES :**

The Job Training Partnership Act (JTPA) delivers employment and training services to disadvantaged individuals, giving them the necessary skills so they become economically and socially self-sufficient, through the following types of services:

**EMPLOYMENT TRANSITION**

**Direct Training --**

**On-the-Job Training:** Provides training on-site with potential employers. Employee wages are subsidized to compensate employers for initial decreased productivity of trainees and to provide for extraordinary training costs.

**Work Experience:** Provides subsidized employment allowing individuals to learn marketable work habits.

**Classroom Training:** Provides skill training to individuals while matching the needs of the individuals and the labor market.

**Participant Assessment:** Provides career counseling and personal assessment, allowing training to directly match the needs of individuals and the labor market.

Basic Skills Training: Provides literacy and marketable work habits training to individuals.

Training-Related and Supportive Services: Provides child care, personal and vocational counseling, tools, books, and transportation.

Job Search Assistance: Provides assistance to trained individuals in seeking unsubsidized employment.

Needs-Based Assistance and Financial Assistance: Provides cash assistance to participants who need it in order to pursue training.

Employer Services --

Customized Training: Provides assistance to employers in designing customized training for individuals to meet labor force needs.

Participant Information: Provides information to employers on trained individuals who can assume positions.

Displaced Homemaker Program: Provides a variety of services designed to solve the career planning, job seeking, legal, financial and family problems and other challenges consumers face in making the transition to self-sufficiency.

Occupational Industrialization Centers (OICs): Targets "hard to serve" minorities, at-risk youth, ex-offenders, and welfare recipients. Programs provide these targeted groups with job training and supportive services to enhance their ability to secure and maintain work.

Minnesota Occupational Information Coordinating Committee (MOICC): Promotes the use and development of occupational and career development information which is accurate and user-friendly. It is an interagency partnership which includes representatives from both users and producers of occupational information. Partners include: Minnesota State Colleges and Universities, Minnesota Department of Economic Security, Minnesota Department of Trade and Economic Development, University of Minnesota, and Higher Education Services Office.

## YOUTH EMPLOYMENT AND TRAINING

JTPA Title IIB Summer Youth Program: Integrates work and learning for economically disadvantaged youth between the ages of 14 and 21. Funded under JTPA, the program operates through the Service Delivery Areas (SDAs)/Workforce Council delivery system. Summer youth participants are enrolled in community service projects that address unmet human service, public safety, environmental, and educational needs.

Minnesota Youth Program: Provides services year-round complementing the JTPA Title IIB Program which operates in the summer months only. The education, skill training, and support service needs of youth ages 14 through 21 are assessed and used as the basis for designing individualized service strategies. Participants are provided with academic enrichment which, at a minimum, counteracts the erosion of basic skills and, to the extent possible, increases young persons' reading and math skills. The program is the first step in the school-to-work transition process for economically disadvantaged youth.

JTPA Title IIC Program: Provides year-round employment and training services to youth who are basic skills-deficient, youth whose educational attainment is below grade level, pregnant or parenting youth, youth with disabilities, homeless or runaway youth, offenders, and school dropouts. Services include vocational counseling, academic and vocational training, work experience, private sector internships, and job placement assistance.

Minnesota YouthBuild Program: Provides specialized training, work experience, leadership skills, and education for youth ages 16 to 24 who are at risk of not completing their high school education. A unique requirement of the program design is that work projects must result in the expansion or improvement of residential units for homeless persons and very-low-income families; or social service, educational, or health facilities that primarily serve these populations. Target groups include youth who are at risk of involvement with the juvenile justice system, dropouts and potential dropouts, youth with disabilities, teen parents, and public assistance recipients. This program model has been endorsed by the U.S. Department of Labor and the Department of Education as an effective school-to-work transition model for out-of-school youth.

## YOUTH PROGRAMS/VIOLENCE PREVENTION

Minnesota's Juvenile Justice Program: Provides grants on a competitive basis to counties, cities, and community-based organizations for prevention and early intervention programs targeting youth at risk of involvement or re-involvement with the juvenile justice system. It is funded under the federal Juvenile Justice and Delinquency Prevention Act. The Juvenile Justice Advisory Committee (appointed by the Governor) makes funding decisions. Juvenile Justice Programs serve youth up to 18 years of age and their families, and provide training for youth-serving professionals. Depending upon the program, services may be available statewide, within one or more counties, in a city, or in a neighborhood. In 1995, Title II grantees served over 8,600 youth and their families. In addition, 16,000 youth participated in Title V delinquency prevention programs in 1995. It is estimated that at least 70% of the youth served will be young people of color.

Youth Intervention Program: 33 non-residential, community-based programs which provide early intervention services to at-risk youth and families addressing issues such as: shoplifting, vandalism, theft, prostitution, fire starting, family problems, child abuse, truancy, and chemical abuse. Programs deal with youth ages 8 to 17 in the context of family, school, and community. Twenty programs operate in the Twin Cities metropolitan area and thirteen programs operate in Greater Minnesota. All programs must obtain a 2:1 funding match from their local municipalities and/or counties. Programs served over 10,000 youth and their families in 1995 and enabled 3,900 youth to complete restitution/community service hours.

The City Grants Program: Has developed community-based initiatives to take truant and at-risk youth off the streets and provide them with prevention and early intervention services. Minneapolis, St. Paul, and Duluth are receiving demonstration grants which are being used across a broad range of prevention strategies: curfew counseling and referral services, truancy reduction services, and pre-trial diversion programs.

Bonding Initiative - Truancy and Curfew Centers: Capital improvement funds (\$500,000) are available through the Request for Proposal (RFP) process to construct two truancy and curfew centers: one in Hennepin County and one in Ramsey County. Establishing the Centers will provide a safe, secure location for truants who are picked up by local law enforcement agencies. Each Center will act as a central point for providing assessment, intervention, counseling, and other services. In the evening, the Centers will provide services to young persons who are picked up for violating local curfew ordinances. A portion (25%) of the funding is earmarked for the YouthBuild Program (or other employment and training programs), providing at-risk youth with an opportunity to learn

practical job skills during the construction of a new facility or renovation of an existing building.

**WELFARE-TO-WORK**

The Minnesota Department of Economic Security (MDES), in coordination with the Minnesota Department of Human Services, manages the Success Through Reaching Individual Development and Employment (STRIDE) and the Food Stamp Employment and Training (FSET) Programs. The programs are operated by Local Service Units. MDES is responsible for establishing and maintaining reporting systems, drafting rules and bulletins, developing monitoring guides, overseeing special projects, establishing certification standards, certifying and decertifying service providers, providing technical assistance and training, and distributing public information to promote awareness of services.

**Project STRIDE:** Provides employment and training services to Aid to Families with Dependent Children (AFDC) recipients in order to help the recipients avoid or end long-term public assistance dependency and become self-sufficient. The program operates under federal laws and regulations, state law, and state administrative rules.

**FSET Program:** Provides employment and training services to non-exempt recipients of food stamps in order to help the recipients avoid or end public assistance dependency and become self-sufficient. The program operates under federal law and is funded by the U.S. Department of Agriculture along with a state appropriation.

**DISLOCATED WORKER**

**Dislocated Worker Program:** Assists workers with a long attachment to the labor force in their transition to new employment when they are dislocated from employment as a result of plant closures, permanent mass layoffs, skill obsolescence, technological change, international trade, and other economic disruptions. The transition assistance primarily includes skill and aptitude testing, career/job counseling, job search assistance, job development, and retraining assistance.

**BACKGROUND INFORMATION :**

**MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)**

**DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)**

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	JTPA IIA ADULT	6461	5390
W	FY	JTPA IIA WELFARE	3708	2829
W	FY	JTPA VOC. ED.	1340	848
W	FY	JTPA IV C VETS	89	N/A
W	FY	JTPA OLDER WORKER	711	522
W	FY	OLDER AMERICANS	407	411

**ECONOMIC SECURITY DEPT****1996 Agency Performance Report**

W	FY	JTPA IIB	6350	5250
W	FY	JTPA IIC	4480	2639
W	FY	MN YOUTH	5000	6000
W	FY	YOUTH BUILD - Youth Employed	189	190
W	FY	YOUTH BUILD - Families Provided Housing	220	350
W	FY	JUVENILE JUSTICE	28618	30500
W	FY	YOUTH INTERVENTION	10000	13000
W	FY	STRIDE	22258	20340
W	FY	FSET	20971	13134
W	FY	JTPA, TITLE III	8017	5445
W	FY	MN DISLOCATED WORKER	9321	9336

**PROGRAM DRIVERS :****EMPLOYMENT TRANSITION ACTIVITY:**

**Service Coordination, Integration, and One-Stop Centers:** The state is engaged in efforts to coordinate and integrate employment and training services to provide better services to consumers and employers. These efforts are designed to create one-stop Workforce Centers providing a wide array of programs meeting the needs of their customers. JTPA program providers will play a crucial role in this coordination/integration effort as duplication is eliminated and service gaps are filled.

**Welfare Reform:** Current state and federal welfare reform proposals call for training public assistance recipients which can result in placement in unsubsidized employment within two years after commencement of services. It is expected that JTPA programs will be affected by any such proposal as there will be an increased scrutiny placed on operators to provide such individuals with training directly related to the needs of the labor market.

**Retention:** There continues to be an emphasis on helping individuals retaining positions after placement. This means that JTPA programs must deliver employment and training services which result in placement in jobs providing wages and fringe benefits adequate for self-sufficiency.

**Basic Skills:** Recent national studies on adult literacy have indicated that many individuals in the adult population lack the basic skills to assume many of the jobs that will exist in the future. This becomes a real problem when an adult is dislocated from a position and is unable to obtain a new one because of a lack of basic skills. JTPA programs will need to support programs which provide basic skills to adults which can equip them for future positions.

**Education and Employment Transitions System:** MOICC has participated in a number of collaborative efforts to help provide labor market information for people to use in making career decisions. The Teams Project, in conjunction with school-to-work efforts, has trained 300 multi-sector team members statewide on a variety of labor market information tools that can be used in classrooms. In another effort, MOICC has collaborated with other agencies to research a program follow-up system which will help program planners and prospective students to evaluate various education and training programs. As another tool for education and training program planners, MOICC has worked with other agencies to establish an environmental scanning system which tracks technology changes as well as current and future job growth.

**YOUTH EMPLOYMENT AND TRAINING ACTIVITY:**

**Limited Resources:** There were over 7,000 economically disadvantaged youth on the waiting list for services through the Minnesota Youth Program and the JTPA Summer Youth Program. Federal funding for the year-round JTPA Title IIC program has been reduced by 79%. In addition, federal resources for the Summer Youth Employment Program have been reduced by 35%.

**Children in Poverty and Children of Color:** Children in poverty and children of color are failing in the public school system at rates much higher than others. Youth employment and training programs cannot maintain current service levels to young people of color and low-income youth and families due to federal cutbacks. Yet employment and training programs have been effective strategies for at-risk youth.

**The Need To Integrate Work and Learning:** There is a growing mismatch between students' classroom learning experiences and the knowledge and skills needed to begin and advance in their lifework. If youth are to be successful in tomorrow's work force, youth programs must provide multi-year, sequential work opportunities that are integrated with career exploration, work readiness, and academic enrichment.

**YOUTH PROGRAMS/VIOLENCE PREVENTION ACTIVITY:**

**Over-Representation of Minorities in the Juvenile Justice System :** Minority populations are over-represented in all aspects of Minnesota's juvenile justice system, from arrest, detention, and court appearances through probation and incarceration. Minority populations also have higher dropout rates and high teen pregnancy rates.

**Economic, Social, and Educational Conditions:** Neighborhoods with the highest crime rates tend to have disproportionately high percentages of economically disadvantaged youth and families. Violence and crime in and around schools is an ongoing community concern in most districts. Communities are coming together to not only address the direct impact of crime, but to also join forces and work together to address the underlying issues causing the crime.

**Drugs and Other Substances:** Substance abuse has had a profound impact on law enforcement and on both juvenile and criminal justice in the last decade. Between 1980 and 1989, the drug abuse arrest rate for juveniles generally increased 17% nationally.

**Gangs:** Research has shown that gangs often fill a need for many at-risk youth looking for stability, structure, and a sense of belonging. While gang activity is predominately found in the inner city, suburban communities and communities in Greater Minnesota are not immune.

**Accessibility of Weapons:** The phenomenon of the past decade that has had a major effect on youth violence and homicide has been the ready availability of firearms. The widespread use of weapons, especially in the inner city, also increases significantly the exposure of young children to violence and violent death.

**Abuse and Neglect:** The presence of any family violence in a child's home has a significant impact on subsequent violent offending by that child.

**WELFARE-TO-WORK ACTIVITY:**

**STRIDE:** State and federal welfare reform proposals stress more recipient accountability coupled with greater emphasis on early labor force attachment for STRIDE participants. State reforms are broad-based and some efforts require federal waivers to implement. Movement into employment at an earlier date requires greater coordination with Job Service and JTPA program operators. Less emphasis will be placed on education. Post-secondary training should result in training-related employment which will demand that providers properly assess participants prior to enrollment in post-secondary activities.

**FSET:** Efforts are underway to reform the FSET program to meet anticipated federal changes. State legislative changes have eliminated the Work Readiness program and replaced it with FSET. Since then, additional changes effective July 1, 1996, have impacted program participation and who must participate. Reforms are work-oriented, meaning additional changes to the FSET program are forthcoming. Economic forces will drive the success of FSET.

**DISLOCATED WORKER ACTIVITY:**

The general economy of the state and the nation; the strengths and weaknesses of Minnesota industries; and competitive practices all impact job opportunities, wages, and training demands. As technologies change, the dichotomy of job vacancies and workers needing jobs present continuous challenge to the system.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE PREPARATION  
 BACT : EMPLOYMENT TRANSITION SERVICES

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$22,630	7.68%
From Federal Funds	\$20,769	
General	\$1,861	
Number of FTE Staff:	23	1.26%

**GOALS :**

- To prepare Minnesotans for successful participation in the workforce. (No Statutes Cited)
- To improve the quality of placements obtained through the Job Training Partnership Act (JTPA). (No Statutes Cited)
- To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.  
(No Statutes Cited)
- To provide transitional services to prepare women and men often not reached by mainstream programs in making choices and taking actions necessary to successfully enter training or employment.  
(No Statutes Cited)
- To promote access to career information regarding skill and labor force needs through the Minnesota Occupational Information Coordinating Committee (MOICC) to assist people in their career decisions. (No Statutes Cited)

**DESCRIPTION OF SERVICES :**

Direct Training --

On-the-Job Training: Provides training on-site with potential employers. Employee wages are subsidized to compensate employers for initial decreased productivity of trainees and to provide for extraordinary training costs.

Work Experience: Provides subsidized employment allowing individuals to learn marketable work habits.

Classroom Training: Provides skill training to individuals while matching the needs of the individuals and the labor market.

Participant Assessment: Provides career counseling and personal assessment, allowing training to directly match the needs of individuals and the labor market.

Basic Skills Training: Provides literacy and marketable work habits training to individuals.

Training Related and Supportive Services: Provides child care, personal and vocational counseling, tools, books, and transportation.

Job Search Assistance: Provides assistance to trained individuals in seeking unsubsidized employment.

Needs Based Assistance and Financial Assistance: Provides cash assistance to participants who need it in order to pursue training.

Employer Services --

Customized Training: Provides assistance to employers in designing customized training for individuals to meet labor force needs.

Participant Information: Provides information to employers on trained individuals who can assume positions.

Displaced Homemaker Program provides a variety of services designed to solve the career planning, job seeking, legal, financial and family problems and other challenges consumers face in making the transition to self-sufficiency.

Occupational Industrialization Centers (OICs): Targets "hard to serve" minorities, at-risk youth, ex-offenders, and welfare recipients. Programs provide these targeted groups with job training and supportive services to enhance their ability to secure and maintain work.

Minnesota Occupational Information Coordinating Committee (MOICC): Promotes the use and development of occupational and career development information which is accurate and user friendly. It is an interagency partnership which includes representatives from both users and producers of occupational information. Partners include: Minnesota State Colleges and Universities, Minnesota Department of Economic Security, Minnesota Department of Trade and Economic Development, University of Minnesota, and Higher Education Services Office.

## BACKGROUND INFORMATION :

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC),  
OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

**DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)**

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	JTPA IIA Adult	6,461	5,390
W	FY	JTPA IIA Welfare	3,708	2,829
W	FY	JTPA Voc. Ed.	1,340	848
W	FY	JTPA IV C Vets	89	N/A
W	FY	JTPA Older Worker	711	522
W	FY	Older Americans	407	411

**PROGRAM DRIVERS :**

**Goal 1** : To prepare Minnesotans for successful participation in the workforce.  
**Objective 1** : The self-sufficiency potential of Minnesotans who are dependent or potentially dependent on income maintenance programs will be improved.

**Measure 1** : "Hard-to-serve" individuals will be served at a level of at least 65% of the total number of program participants.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Hard-To-Serve Actual</b>		70%	75%	75%		
<b>Hard-To-Serve Target</b>					75%	75%

**DEFINITION :**

Hard-to-Serve: JTPA Section 203 gives the definition of "hard-to-serve" consumers as follows:

- Individuals who are basic-skills deficient;
- Individuals who are school dropouts;
- Individuals who are recipients of cash welfare payments, including recipients under the Job Opportunities, and Basic Skills (JOBS) Program;
- Individuals who are offenders;
- Individuals with disabilities;
- Individuals who are homeless; and
- Individuals who meet criteria specified by local service delivery areas.

**RATIONALE :**

The hard-to-serve measure is designed to ascertain the degree to which the JTPA Program is serving those individuals who truly need the service to overcome barriers to employment.

**DATA SOURCE :**

Hard-to-serve data is obtained from the program operators and is compiled in the Workforce Preparation Branch data base.

**DISCUSSION OF PAST PERFORMANCE :**

JTPA performance has been affected by economic conditions, sometimes causing an upturn in the unemployment rate and downturn in JTPA "successes."

JTPA has also been affected by the 1992 Amendments which mandated that the program serve more hard-to-serve consumers. JTPA program operators have had to adjust their services in order to deliver a more intensive kind of program. With approximately the same amount of funds available, program operators have been forced to serve fewer consumers.

**PLAN TO ACHIEVE TARGETS :**

JTPA will continue to individualize services and to be customer-driven and focused. JTPA will participate in any one-stop career center initiative. In addition, JTPA will continue to concentrate on delivering training which is directly related to the needs of the labor market and meets the needs of the participants.

**Goal 2** : To improve the quality of placements obtained through the Job Training Partnership Act (JTPA).

**Objective 1** : Individuals will be placed in positions upon program termination which provide long-term employment.

**Measure 1** : U.S. Department of Labor performance standards will be met for adults and adult welfare-recipients for retention in jobs 13 weeks following program termination.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Job Retention</b>						
<b>Actual</b>	68%	67%	74%	75e%		
<b>Target</b>	60%	60%	59%	59%	59%	59%

**DEFINITION :**

Follow-Up: The measurement of the employment status of program terminees in the 13th week following program termination, regardless of whether the terminees were placed in jobs at program termination. A random sample of terminees is selected from each service delivery area from throughout the state and conclusions are reached about the program terminnee population as a whole. Earnings are calculated only from those individuals who were employed in the 13th week following termination.

**RATIONALE :**

The follow-up measures are designed to measure the long-term success of the JTPA Program. Minnesota is looking at the data to see how the information can aid in achieving better results from programs. Minnesota is also interested in looking at data which measures "return on investment."

**DATA SOURCE :**

Follow-up data is obtained from telephone interviews with the individual.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has always surpassed its targets.

**Goal 2** : To improve the quality of placements obtained through the Job Training Partnership Act (JTPA).

**Objective 2** : Individuals will be placed in positions which pay a wage sufficient for social self-sufficiency.

**Measure 1** : U.S. Department of Labor performance standards will be met for adults and adult welfare-recipients for wages received during the 13th week following program termination.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Weekly Wages</b>						
<b>Actual</b>	281%	285%	318%	323e%		
<b>Target</b>	207%	207%	223%	223%	223%	223%

**DEFINITION :**

Follow-Up: The measurement of the employment status of program terminees in the 13th week following program termination, regardless of whether the terminees were placed in jobs at program termination. A random sample of terminees is selected from each service delivery area from throughout the state and conclusions are reached about the program terminnee population as a whole. Earnings are calculated only from those individuals who were employed in the 13th week following termination.

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The follow-up measures are designed to measure the long-term success of the JTPA Program. Minnesota is looking at the data to see how the information can aid in achieving better results from programs. Minnesota is also interested in looking at data which measures "return on investment."

**DATA SOURCE :**

Follow-up data is obtained from telephone interviews with the individual.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has always surpassed its targets.

**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 1** : Unemployed or underemployed individuals will be recruited, assessed, and enrolled in OICs.

**Measure 1** : The number of clients enrolled.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Enrollment</b>						
<b>Actual</b>	758	818	811	436		
<b>Target</b>	299	346	324	334	334	334

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

**DATA SOURCE :**

The OIC State Council collects quarterly reports submitted by local OICs and prepares data analysis and summary reports.

**DISCUSSION OF PAST PERFORMANCE :**

Enrollment continues to be well above goal in 1996 by 131%. Skills attainment is at 109% above goal. Placements dropped to 87%, but overall positive terminations in 1996 were at 97% of goal. OICs, under all contracts and funds, served over 3,000 clients per year and maintained in enrollment at year-end 982 participants. The total positive terminations was 1,353 with 734 placements. State funds support about 25% of the total OIC funding.

**PLAN TO ACHIEVE TARGETS :**

All OIC units are a part of the state grant plan with set service goals measured against performance on an ongoing basis. With physical movement problems now past, OICs look forward to more stable program operations. More in-service staff training will be planned. Plans are underway to develop model Secretary's Commission on Achieving Necessary Skills (SCANS) curriculum to upgrade basic skills training. More at-risk youth and welfare recipients will be served.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's new welfare system will be faced with social and economic effects on 200,000 welfare recipients, many from the Twin Cities metro area. On the other hand, while labor shortages grow worse, workforce growth is expected to come from ever-increasing, under-skilled minorities and otherwise-unemployed.

In 1995, the OICs enrolled 1,193 welfare recipients and 903 in 1996. While the workload and need increased, funds to run the program are decreasing. The American Indian Opportunities Industrialization Center's community job training center in the Phillips area of Minneapolis is about to lose its funding support from Pillsbury Grand Met. JTPA funds for Ramsey County Opportunities Industrialization Center (RCOIC) and Twin Cities Opportunities Industrialization Center (TCOIC) have dropped drastically. OICs under the state grant of \$350,000 per year have not been increased since 1990, though two new programs were added since then.

**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 2** : Clients will successfully complete a prescribed basic education, pre-employment, or skills training course.

**Measure 1** : The number of clients completing courses.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Skills Attained</b>						
<b>Actual</b>	471	505	519	305		
<b>Target</b>	243	291	275	282	282	282

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

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**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 3** : Clients will be placed into unsubsidized employment.

**Measure 1** : The number of clients entering employment.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Employment</b>						
<b>Actual</b>	288	200	228	154		
<b>Target</b>	153	202	195	177	177	177

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

**DATA SOURCE :**

The OIC State Council collects quarterly reports submitted by local OICs and prepares data analysis and summary reports.

**DISCUSSION OF PAST PERFORMANCE :**

Enrollment continues to be well above goal in 1996 by 131%. Skills attainment is at 109% above goal. Placements dropped to 87%, but overall positive terminations in 1996 were at 97% of goal. OICs, under all contracts and funds, served over 3,000 clients per year and maintained in enrollment at year-end 982 participants. The total positive terminations was 1,353 with 734 placements. State funds support about 25% of the total OIC funding.

**PLAN TO ACHIEVE TARGETS :**

All OIC units are a part of the state grant plan with set service goals measured against performance on an ongoing basis. With physical movement problems now past, OICs look forward to more stable program operations. More in-service staff training will be planned. Plans are underway to develop model Secretary's Commission on Achieving Necessary Skills (SCANS) curriculum to upgrade basic skills training. More at-risk youth and welfare recipients will be served.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's new welfare system will be faced with social and economic effects on 200,000 welfare recipients, many from the Twin Cities metro area. On the other hand, while labor shortages grow worse, workforce growth is expected to come from ever-increasing, under-skilled minorities and otherwise-unemployed.

In 1995, the OICs enrolled 1,193 welfare recipients and 903 in 1996. While the workload and need increased, funds to run the program are decreasing. The American Indian Opportunities Industrialization Center's community job training center in the Phillips area of Minneapolis is about to lose its funding support from Pillsbury Grand Met. JTPA funds for Ramsey County Opportunities Industrialization Center (RCOIC) and Twin Cities Opportunities Industrialization Center (TCOIC) have dropped drastically. OICs under the state grant of \$350,000 per year have not been increased since 1990, though two new programs were added since then.

**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 4** : Clients will be assisted in terminating services, with the positive outcome of employability enhancement.

**Measure 1** : The number of clients returning to school, entering college or other training, or entering armed services.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Employment Enhancements</b>						
<b>Actual</b>	156	258	186	108		
<b>Target</b>	66	67	65	95	95	95

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

**DATA SOURCE :**

The OIC State Council collects quarterly reports submitted by local OICs and prepares data analysis and summary reports.

**DISCUSSION OF PAST PERFORMANCE :**

Enrollment continues to be well above goal in 1996 by 131%. Skills attainment is at 109% above goal. Placements dropped to 87%, but overall positive terminations in 1996 were at 97% of goal. OICs, under all contracts and funds, served over 3,000 clients per year and maintained in enrollment at year-end 982 participants. The total positive terminations was 1,353 with 734 placements. State funds support about 25% of the total OIC funding.

**PLAN TO ACHIEVE TARGETS :**

All OIC units are a part of the state grant plan with set service goals measured against performance on an ongoing basis. With physical movement problems now past, OICs look forward to more stable program operations. More in-service staff training will be planned. Plans are underway to develop model Secretary's Commission on Achieving Necessary Skills (SCANS) curriculum to upgrade basic skills training. More at-risk youth and welfare recipients will be served.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's new welfare system will be faced with social and economic effects on 200,000 welfare recipients, many from the Twin Cities metro area. On the other hand, while labor shortages grow worse, workforce growth is expected to come from ever-increasing, under-skilled minorities and otherwise-unemployed.

In 1995, the OICs enrolled 1,193 welfare recipients and 903 in 1996. While the workload and need increased, funds to run the program are decreasing. The American Indian Opportunities Industrialization Center's community job training center in the Phillips area of Minneapolis is about to lose its funding support from Pillsbury Grand Met. JTPA funds for Ramsey County Opportunities Industrialization Center (RCOIC) and Twin Cities Opportunities Industrialization Center (TCOIC) have dropped drastically. OICs under the state grant of \$350,000 per year have not been increased since 1990, though two new programs were added since then.

**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 5** : Welfare recipients will be assisted, with positive outcomes of job placement or other employability preparation enhancement.

**Measure 1** : The number of welfare clients placed.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Welfare Placed</b>						
<b>Actual</b>	111	74	76	45		
<b>Target</b>	50	50	50	30	40	40

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

**DATA SOURCE :**

The OIC State Council collects quarterly reports submitted by local OICs and prepares data analysis and summary reports.

**DISCUSSION OF PAST PERFORMANCE :**

Enrollment continues to be well above goal in 1996 by 131%. Skills attainment is at 109% above goal. Placements dropped to 87%, but overall positive terminations in 1996 were at 97% of goal. OICs, under all contracts and funds, served over 3,000 clients per year and maintained in enrollment at year-end 982 participants. The total positive terminations was 1,353 with 734 placements. State funds support about 25% of the total OIC funding.

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All OIC units are a part of the state grant plan with set service goals measured against performance on an ongoing basis. With physical movement problems now past, OICs look forward to more stable program operations. More in-service staff training will be planned. Plans are underway to develop model Secretary's Commission on Achieving Necessary Skills (SCANS) curriculum to upgrade basic skills training. More at-risk youth and welfare recipients will be served.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's new welfare system will be faced with social and economic effects on 200,000 welfare recipients, many from the Twin Cities metro area. On the other hand, while labor shortages grow worse, workforce growth is expected to come from ever-increasing, under-skilled minorities and otherwise-unemployed.

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**Goal 3** : To improve the economic self-sufficiency of the "hard-to-serve" unemployed and underemployed by recruitment, intake, and enrollment into Opportunities Industrialization Centers (OICs) for education, training, job placement, and related services.

**Objective 5** : Welfare recipients will be assisted, with positive outcomes of job placement or other employability preparation enhancement.

**Measure 2** : The number of welfare clients with other positive employability enhancements.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Welfare Employability Enhancements</b>						
<b>Actual</b>	9	9	20	24		
<b>Target</b>	5	5	15	15	20	20

**DEFINITION :**

**Hard-to Serve:** Individuals who are basic skills-deficient; school dropouts; recipients of cash welfare payments; single heads of household; offenders; individuals with disabilities; and homeless.

**Pre-Vocational Training:** The OIC pre-vocational program is motivational and diagnostic. It introduces trainees to personal development and good work habits and prepares them for the world of work. Trainees can learn computation and communication skills, complete high school equivalency work, and gain bilingual proficiency to handle work assignments. It may also introduce trainees to money management, team building, communication, and life-coping skills.

**Skills Attainment:** Participants must successfully complete the requirements of a prescribed course in pre-vocational skills, remedial education, or occupational skills training. Training provides individuals with the technical skills and information required to perform a specific job or group of jobs.

**Employability Enhancement Terminations:** Employability enhancement is a successful outcome for participants other than job placement. It is recognized as enhancing long-term employability and contributing to the potential for a long-term increase in earnings and employment. Outcomes which meet this requirement are restricted to the following: (1) entered other advanced training, (2) returned to full-time school, (3) completed major levels of education, or (4) completed work-site training objective.

**Entered Employment:** Those participants who obtained unsubsidized employment. This includes entry into the armed forces, a registered apprenticeship program, or self-employment.

**RATIONALE :**

The OIC State Bill, Section 268.80, requires OIC to provide comprehensive job training, placement, and related services to the economically disadvantaged, unemployed, and underemployed.

**DATA SOURCE :**

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Enrollment continues to be well above goal in 1996 by 131%. Skills attainment is at 109% above goal. Placements dropped to 87%, but overall positive terminations in 1996 were at 97% of goal. OICs, under all contracts and funds, served over 3,000 clients per year and maintained in enrollment at year-end 982 participants. The total positive terminations was 1,353 with 734 placements. State funds support about 25% of the total OIC funding.

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All OIC units are a part of the state grant plan with set service goals measured against performance on an ongoing basis. With physical movement problems now past, OICs look forward to more stable program operations. More in-service staff training will be planned. Plans are underway to develop model Secretary's Commission on Achieving Necessary Skills (SCANS) curriculum to upgrade basic skills training. More at-risk youth and welfare recipients will be served.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's new welfare system will be faced with social and economic effects on 200,000 welfare recipients, many from the Twin Cities metro area. On the other hand, while labor shortages grow worse, workforce growth is expected to come from ever-increasing, under-skilled minorities and otherwise-unemployed.

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**Goal 4** : To provide transitional services to prepare women and men often not reached by mainstream programs in making choices and taking actions necessary to successfully enter training or employment.

**Objective 1** : To annually assist 30% of participants to enter employment and 20% to enter training.

**Measure 1** : The number of displaced homemakers entering employment, compared to total participants.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Employment</b>						
<b>Actual</b>	30%	32%	34%	34%		
<b>Target</b>			30%	30%	30%	30%

**DEFINITION :**

Training is defined as remedial education; and vocational, skill, or collegiate certificate or degree programs. Employment is defined as part- or full-time employment for wages or employment/education combination.

**RATIONALE :**

Program participants will gain greater access to information enabling them to make better choices in training and employment opportunities which lead to self-sufficiency.

**DATA SOURCE :**

Information is collected by the Minnesota Department of Economic Security (MDES) Management Information System (MIS). Programs report data on a monthly basis. Maximum enrollment in the program is for one year.

**DISCUSSION OF PAST PERFORMANCE :**

Displaced Homemaker performance has been affected by economic conditions and program expansion from 10 to 12 programs without a corresponding increase in funds.

**PLAN TO ACHIEVE TARGETS :**

A follow-up development tool is needed.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Program funding, staffing, welfare reform, labor market, day care/support service availability, and support services funds affect performance.

**Goal 4** : To provide transitional services to prepare women and men often not reached by mainstream programs in making choices and taking actions necessary to successfully enter training or employment.

**Objective 1** : To annually assist 30% of participants to enter employment and 20% to enter training.

**Measure 2** : The number of displaced homemakers entering training, compared to total participants.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Training</b>						
<b>Actual</b>	24%	24%	22%	16%		
<b>Target</b>			20%	20%	20%	20%

**DEFINITION :**

Training is defined as remedial education; and vocational, skill, or collegiate certificate or degree programs. Employment is defined as part- or full-time employment for wages or employment/education combination.

**RATIONALE :**

Program participants will gain greater access to information enabling them to make better choices in training and employment opportunities which lead to self-sufficiency.

**DATA SOURCE :**

Information is collected by the MDES MIS. Programs report data on a monthly basis. Maximum enrollment in the program is for one year.

**DISCUSSION OF PAST PERFORMANCE :**

Displaced Homemaker performance has been affected by economic conditions and program expansion from 10 to 12 programs without a corresponding increase in funds.

**PLAN TO ACHIEVE TARGETS :**

A follow-up development tool is needed.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Program funding, staffing, welfare reform, labor market, day care/support service availability, and support services funds affect performance.

**Goal 4** : To provide transitional services to prepare women and men often not reached by mainstream programs in making choices and taking actions necessary to successfully enter training or employment.

**Objective 2** : Annually, 20% of participants will be assisted in assessing social service and other employment and training resources, and other completions.

**Measure 1** : The number of displaced homemakers assisted to access other resources, compared to total number of participants.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Assisted to Access Other Resources</b>						
<b>Actual</b>	23	22	21	20		
<b>Target</b>			20	20	20	20

**DEFINITION :**

Resources are defined as "active with another program," and "completed program objectives" categories.

**RATIONALE :**

Program participants will gain greater access to information, enabling them to make better choices in training and employment opportunities which lead to self-sufficiency.

**DATA SOURCE :**

Information is collected by the MDES MIS. Programs report data on a monthly basis. Maximum enrollment in the program is for one year.

**DISCUSSION OF PAST PERFORMANCE :**

There is need for revised data collection/follow-up on consumer satisfaction.

**PLAN TO ACHIEVE TARGETS :**

A follow-up development tool is needed.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Program funding, staffing, welfare reform, labor market, day care/support service availability, and support services funds affect performance.

**Goal 5** : To promote access to career information regarding skill and labor force needs through the Minnesota Occupational Information Coordinating Committee (MOICC) to assist people in their career decisions.

**Objective 1** : Occupational and labor market information will be marketed, and training and tools will be provided to school/community teams.

**Measure 1** : Attendance at Teams training sessions.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number of Workshop Attendees</b>						
<b>Actual</b>				303		
<b>Target</b>				260	350	

**DEFINITION :**

MOICC has partnered with the Minnesota Department of Children, Families and Learning to offer tools and training at 13 one-day workshops around the state (called the Teams Project). Teams are introduced to a variety of tools that they can use to bring labor market information (LMI) and career development information to their students.

**RATIONALE :**

This training provides an opportunity for multi-sector teams to gather and begin planning local activities that will incorporate LMI and career development information in local curriculum. As a result of the training, more LMI will be used in the classroom and more learners will have better awareness and understanding of LMI and its role in education-to-employment transitions.

**DATA SOURCE :**

Attendance rosters.

**DISCUSSION OF PAST PERFORMANCE :**

This is a new project.

**PLAN TO ACHIEVE TARGETS :**

MOICC is offering ten training sessions around the state with eight additional sessions scheduled for Workforce Center and Higher Education staff.

**OTHER FACTORS AFFECTING PERFORMANCE :**

This is a new joint effort of MDES and the Minnesota Department of Children, Families and Learning, funded by the Education and Employment Transitions System. Increased interest in this second year of the project is expected.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE PREPARATION  
 BACT : YOUTH TRAINING

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$18,740	6.36%
From Federal Funds	\$10,400	
General	\$8,340	
Number of FTE Staff:	8	0.44%

**GOAL :**

- To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment. (No Statutes Cited)

**BACKGROUND INFORMATION :**

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	JTPA IIB	6350	5250
W	FY	JTPA IIC	4480	2639
W	FY	MN Youth	5000	6000
W	FY	Youth Build - Youth Employed	189	190
W	FY	Youth Build - Families Provided Housing	220	350

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 1** : Each summer, 85% of the total JTPA Title IIB participants will complete the Work Experience and Academic Enrichment Program.

**Measure 1** : The annual number of youth who complete the Work Experience and Academic Enrichment Program, in relation to all youth who terminate.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>WE/AE Completers</b>						
<b>Actual</b>		85%	89%	91%		
<b>Target</b>		80%	85%	90%	90%	90%

**DEFINITION :**

The outcome measures demonstrate whether the program is an effective dropout-prevention strategy for at-risk youth. It also indicates whether the Title IIB participants are provided with an education component which counteracts the erosion of basic educational skills over the summer and, to the extent possible, increases the level of educational skills, particularly reading and mathematics.

**RATIONALE :**

The outcome measures for the Title IIB Program indicate whether participants are achieving the goals established by Congress and the U.S. Department of Labor.

**DATA SOURCE :**

The data is available through monthly reports submitted to the Minnesota Department of Economic Security (MDES) by the Service Delivery Areas (SDAs)/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

In past years, the JTPA Title IIB program has achieved the economic stimulus objective of providing productive, well-supervised jobs to as many youth as possible each summer. Nearly 60% of the participants are ages 14 to 15 -- too young to be employed in the private sector. The JTPA Title IIB Summer Program integrates an academic enrichment component into the Title IIB Program to reinforce the relationship between the skills acquired on the job and what is learned in an educational setting. MDES has documentation of reading and math skill gains for participating youth.

**PLAN TO ACHIEVE TARGETS :**

SDAs/Workforce Councils prepare annual plans which are monitored by MDES staff against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 youth who are eligible for the program; however, federal resources under the JTPA Title IIB Program have been reduced by 35%.

- Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.
- Objective 2** : Each summer, 85% of the total JTPA Title IIB participants will return to school.
- Measure 1** : 

The number of youth who return to school at the end of summer, in relation to all youth who terminate.
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	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Return to School</b>						
<b>Actual</b>		85%	91%	93%		
<b>Target</b>		80%	85%	90%	90%	90%

**DEFINITION :**

The outcome measures demonstrate whether the program is an effective dropout-prevention strategy for at-risk youth. It also indicates whether the Title IIB participants are provided with an education component which counteracts the erosion of basic educational skills over the summer and, to the extent possible, increases the level of educational skills, particularly reading and mathematics.

**RATIONALE :**

The outcome measures for the Title IIB Program indicate whether participants are achieving the goals established by Congress and the U.S. Department of Labor.

**DATA SOURCE :**

The data is available through monthly reports submitted to the MDES by the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

In past years, the JTPA Title IIB program has achieved the economic stimulus objective of providing productive, well-supervised jobs to as many youth as possible each summer. Nearly 60% of the participants are ages 14 to 15 -- too young to be employed in the private sector. The JTPA Title IIB Summer Program integrates an academic enrichment component into the Title IIB Program to reinforce the relationship between the skills acquired on the job and what is learned in an educational setting. MDES has documentation of reading and math skill gains for participating youth.

**PLAN TO ACHIEVE TARGETS :**

SDAs/Workforce Councils prepare annual plans which are monitored by MDES staff against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 youth who are eligible for the program; however, federal resources under the JTPA Title IIB Program have been reduced by 35%.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 3** : Each summer, 65% of the total JTPA Title IIB participants will demonstrate documented gains (one grade-level or better) in reading and math skills.

**Measure 1** : Pre-and-post participation test scores in reading and math.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Increase in Reading/Math Skills</b>						
<b>Actual</b>		60%	61%	60%		
<b>Target</b>		50%	60%	70%	70%	70%

**DEFINITION :**

The outcome measures demonstrate whether the program is an effective dropout prevention strategy for at-risk youth. It also indicates whether the Title IIB participants are provided with an education component which counteracts the erosion of basic educational skills over the summer and, to the extent possible, increases the level of educational skills, particularly reading and mathematics.

**RATIONALE :**

The outcome measures for the Title IIB Program indicate whether participants are achieving the goals established by Congress and the U.S. Department of Labor.

**DATA SOURCE :**

The data is available through monthly reports submitted to the MDES SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

In past years, the JTPA Title IIB program has achieved the economic stimulus objective of providing productive, well-supervised jobs to as many youth as possible each summer. Nearly 60% of the participants are ages 14 to 15 -- too young to be employed in the private sector. The JTPA Title IIB Summer Program integrates an academic enrichment component into the Title IIB Program to reinforce the relationship between the skills acquired on the job and what is learned in an educational setting. MDES has documentation of reading and math skill gains for participating youth.

**PLAN TO ACHIEVE TARGETS :**

SDAs/Workforce Councils prepare annual plans which are monitored by MDES staff against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 youth who are eligible for the program; however, federal resources under the JTPA Title IIB Program have been reduced by 35%.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 4** : Each year, 85% of total Minnesota Youth Program (MYP) participants will return to school or enter unsubsidized employment.

**Measure 1** : The number of youth who return to school or enter unsubsidized employment, in relation to all youth who terminate.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Return to School/Enter Employment</b>						
<b>Actual</b>		85%	90%	91%		
<b>Target</b>		85%	85%	90%	90%	90%

**DEFINITION :**

MYP is a year-round program which complements the JTPA Title IIB Program which operates in the summer months only. Performance is measured by how many at-risk youth remain in school and complete program objectives (e.g., documented increases in reading and math skills).

**RATIONALE :**

The outcome measures specified for MYP demonstrate whether the program is an effective dropout prevention strategy. The second measure indicates whether the program impacts the basic skills of youth. MYP participants are provided with academic enrichment linked to work experience which reinforces the relationship between skills acquired on the job and what is learned in an educational setting.

**DATA SOURCE :**

The data is available through monthly reports submitted to the MDES SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

MYP provides at-risk youth with meaningful, well-supervised work experiences which demonstrate the value of work performed to the individual and the community. The academic enrichment component focuses on applied basic skills with a problem-solving emphasis. MDES has documentation of gains in reading and math skills for disadvantaged youth. In 1996, there were over 7,000 economically disadvantaged youth on the waiting list for services.

**PLAN TO ACHIEVE TARGETS :**

Through MYP, service providers have the opportunity to provide year-round programs that complement the JTPA Title IIB Program which operates in the summer months only. The existence of MYP allows MDES to maintain a minimum level and quality of services (based on limited funding) to employers and communities and provide academic enrichment services to youth who are at-risk of dropping out of school and/or involvement with the juvenile justice system. Federal cutbacks place added emphasis on maintaining adequate funding in MYP in the next biennium. Nearly 60% of the youth served are ages 14 to 15 -- too young to be employed in the private sector. SDAs/Workforce Councils prepare annual plans which are monitored by MDES staff against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 youth who are eligible for the program and funding is limited.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 5** : Each year, 60% of MYP participants will demonstrate documented gains (one grade-level or better) in reading and math skills.

**Measure 1** : Pre-and-post participation test scores in reading and math.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Increase in Reading/Math Skills</b>						
<b>Actual</b>		60%	65%	72%		
<b>Target</b>		50%	60%	70%	70%	70%

**DEFINITION :**

The MYP is a year-round program which complements the JTPA Title IIB Program which operates in the summer months only. Performance is measured by how many at-risk youth remain in school and complete program objectives (e.g., documented increases in reading and math skills).

**RATIONALE :**

The outcome measures specified for MYP demonstrate whether the program is an effective dropout prevention strategy. The second measure indicates whether the program impacts the basic skills of youth. MYP participants are provided with academic enrichment linked to work experience which reinforces the relationship between skills acquired on the job and what is learned in an educational setting.

**DATA SOURCE :**

The data is available through monthly reports submitted to MDES by the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

MYP provides at-risk youth with meaningful, well-supervised work experiences which demonstrate the value of work performed to the individual and the community. The academic enrichment component focuses on applied basic skills with a problem-solving emphasis. MDES has documentation of gains in reading and math skills for disadvantaged youth. In 1996, there were over 7,000 economically disadvantaged youth on the waiting list for services.

**PLAN TO ACHIEVE TARGETS :**

Through MYP, service providers have the opportunity to provide year-round programs that complement the JTPA Title IIB Program which operates in the summer months only. The existence of MYP allows MDES to maintain a minimum level and quality of services to employers and communities and provide academic enrichment services to youth who are at-risk of dropping out of school and/or involvement with the juvenile justice system. Federal cutbacks place added emphasis on maintaining adequate funding in MYP in the next biennium. Nearly 60% of the youth served are ages 14 to 15 -- too young to be employed in the private sector. SDAs/Workforce Councils prepare annual plans which are monitored

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 youth who are eligible for the program and funding is limited.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 6** : Participating youth in unsubsidized employment will be placed as specified under JTPA performance standards issued by the U.S. Department of Labor (which take into account local labor market conditions).

**Measure 1** : The number of youth placed in unsubsidized employment, in relation to the number of youth terminated from the program each year.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Placements</b>						
<b>Actual</b>			49%	49%		
<b>Target</b>			49%	49%	49%	49%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC Program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 7** : Long-term employability of youth will be enhanced as specified under JTPA performance standards issued by the U.S. Department of Labor.

**Measure 1** : The number of youth who completed a major level of education.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Complete Level of Education</b>						
<b>Actual</b>			20%	20%		
<b>Target</b>			10%	10%	10%	10%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC Program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 7** : Long-term employability of youth will be enhanced as specified under JTPA performance standards issued by the U.S. Department of Labor.

**Measure 2** : The number of youth who returned to full-time school.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Return to School</b>						
<b>Actual</b>			35%	35%		
<b>Target</b>			10%	10%	10%	10%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 7** : Long-term employability of youth will be enhanced as specified under JTPA performance standards issued by the U.S. Department of Labor.

**Measure 3** : The number of youth who entered non-JTPA-funded employment and training programs.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Enter Non-JTPA Training</b>						
<b>Actual</b>			2%	2%		
<b>Target</b>			2%	2%	2%	2%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC Program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 7** : Long-term employability of youth will be enhanced as specified under JTPA performance standards issued by the U.S. Department of Labor.

**Measure 4** : The number of youth who remained in school.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Remain in School</b>						
<b>Actual</b>			16%	16%		
<b>Target</b>			10%	10%	10%	10%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC Program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 7** : Long-term employability of youth will be enhanced as specified under JTPA performance standards issued by the U.S. Department of Labor.

**Measure 5** : The number of youth who completed JTPA youth employment competencies.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Attained Youth Competencies</b>						
<b>Actual</b>			9%	9%		
<b>Target</b>			9%	9%	9%	9%

**DEFINITION :**

Definitions of JTPA performance standards for Title IIC are specified in the Job Training Partnership Act.

**RATIONALE :**

Performance standards for the JTPA Title IIC Youth Training Program are established by the U.S. Department of Labor and Congress.

**DATA SOURCE :**

The data will be available through monthly reports submitted to MDES from the SDAs/Workforce Councils.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has consistently surpassed its targets and ranks far above other states in performance under the Title IIC Youth Training Program.

**PLAN TO ACHIEVE TARGETS :**

JTPA SDAs complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

There are over 45,000 economically disadvantaged youth eligible for program services. Current funding permits MDES to serve less than 800 youth per year. Federal resources for the JTPA Title IIC Program were reduced by 79% in 1995. In 1994, Minnesota served nearly 5,000 disadvantaged youth under the Title IIC program.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 8** : Each year, 60% of YouthBuild participants who terminate from the program will enter unsubsidized employment.

**Measure 1** : The number of youth who enter unsubsidized employment, in relation to the number of youth who terminate from the program annually.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Enter Employment</b>						
<b>Actual</b>			60%	60%		
<b>Target</b>			30%	30%	35%	35%

**DEFINITION :**

The Minnesota YouthBuild Program is a model school-to-work transition program targeting juvenile offenders, public assistance recipients, minorities, and youth at risk of dropping out of school. The program provides specialized training, work experience, and education for at-risk youth in projects that result in the expansion or improvement of residential units or social service facilities for homeless persons and low-income families.

**RATIONALE :**

The outcome measures for YouthBuild demonstrate whether the program is an effective model for facilitating the transition between education and employment for at-risk youth.

**DATA SOURCE :**

Data regarding program outcomes is available through quarterly reports submitted to MDES by YouthBuild grantees.

**DISCUSSION OF PAST PERFORMANCE :**

Each year, over 200 homeless individuals and low-income families benefit from work performed by over 300 at-risk youth. The education component of the program focuses on applied basic skills with a problem-solving emphasis. The work experience component provides youth with community service opportunities to develop skills working with tools and performing job functions related to the renovation of residential units. The job-readiness component is organized around actual jobs in the community where youth reside.

**PLAN TO ACHIEVE TARGETS :**

Minnesota YouthBuild grantees complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

1) Weather-related construction delays; and 2) limited funding.

**Goal 1** : To enhance the long-term employability of economically disadvantaged and other at-risk youth; to place economically disadvantaged and other at-risk youth in unsubsidized employment; and to facilitate the transition from education to employment.

**Objective 9** : Each year, 90% of YouthBuild participants who terminate from the program will remain in school and/or complete a major level of education.

**Measure 1** : The number of youth who remain in school and/or complete a major level of education, in relation to the number of youth who terminate from the program annually.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Remain in School</b>						
<b>Actual</b>		80%	84%	90%		
<b>Target</b>		80%	85%	85%	85%	85%

**DEFINITION :**

The Minnesota YouthBuild Program is a model school-to-work transition program targeting juvenile offenders, public assistance recipients, minorities, and youth at risk of dropping out of school. The program provides specialized training, work experience, and education for at-risk youth in projects that result in the expansion or improvement of residential units or social service facilities for homeless persons and low-income families.

**RATIONALE :**

The outcome measures for YouthBuild demonstrate whether the program is an effective model for facilitating the transition between education and employment for at-risk youth.

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Data regarding program outcomes is available through quarterly reports submitted to MDES by YouthBuild grantees.

**DISCUSSION OF PAST PERFORMANCE :**

Each year, over 200 homeless individuals and low-income families benefit from work performed by over 300 at-risk youth. The education component of the program focuses on applied basic skills with a problem-solving emphasis. The work experience component provides youth with community service opportunities to develop skills working with tools and performing job functions related to the renovation of residential units. The job-readiness component is organized around actual jobs in the community where youth reside.

**PLAN TO ACHIEVE TARGETS :**

Minnesota YouthBuild grantees complete plans which are monitored by MDES against actual performance.

**OTHER FACTORS AFFECTING PERFORMANCE :**

1) Weather-related construction delays; and 2) limited funding.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE PREPARATION  
 BACT : YOUTH VIOLENCE PREVENTION

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$2,282	0.77%
From Federal Funds	\$1,554	
General	\$728	
Number of FTE Staff:	1	0.06%

**GOAL :**

- To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act). (No Statutes Cited)

**BACKGROUND INFORMATION :**

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	Juvenile Justice	28,618	30,500
W	FY	Youth Intervention	10,000	13,000

- Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).
- Objective 1** : Each year, not more than 25% of youth referred to the Juvenile Justice Program for a delinquent offense will re-offend while in the program.
- Measure 1** : The number of youth participating in the Juvenile Justice Program for a delinquent act who re-offend, in comparison to the total number of youth in the program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
Post-Adjudication Target			25%	25%	25%	25%

**DEFINITION :**

To the extent possible, recidivism rates are used to measure the effectiveness of juvenile justice programs.

**RATIONALE :**

The activity's objective is to focus on preventing delinquent and non-delinquent youth who are enrolled in the program from re-entering or entering (for the first time) the juvenile justice system.

**DATA SOURCE :**

The data will be available through quarterly reports submitted to the Minnesota Department of Economic Security (MDES) from juvenile justice grantees.

**DISCUSSION OF PAST PERFORMANCE :**

In prior years, the Juvenile Justice funds were allocated to the counties to provide alternatives to using adult jails for juveniles, in order to comply with the federal jail-removal mandate. Since Minnesota is now in compliance with the jail-removal mandate, federal resources may now be used to prevent the involvement of youth in the juvenile justice system by developing and strengthening programs which provide prevention, early intervention, and workforce preparation services.

**PLAN TO ACHIEVE TARGETS :**

MDES is in the process of establishing baseline data for the Juvenile Justice Program. Each grantee is required to track youth in the program and identify those who re-offend or first-offend while in the program.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The need for prevention and early intervention services for children and families who are at risk of child abuse, family violence, chemical abuse, delinquency, teen pregnancy, prostitution, truancy, and running away from home is greater than the resources available.

- Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).
- Objective 2** : Each year, not more than 20% of non-delinquent youth enrolled in the Juvenile Justice Program will commit a first-delinquent offense while in the program.
- Measure 1** : The number of non-delinquent youth who commit a first-delinquent offense while in the program, in comparison to the total number of youth in the program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Prevention Target</b>			20%	20%	20%	20%

**DEFINITION :**

To the extent possible, recidivism rates are used to measure the effectiveness of juvenile justice programs.

**RATIONALE :**

The activity's objective is to focus on preventing delinquent and non-delinquent youth who are enrolled in the program from re-entering or entering (for the first time) the juvenile justice system.

**DATA SOURCE :**

The data will be available through quarterly reports submitted to MDES from juvenile justice grantees.

**DISCUSSION OF PAST PERFORMANCE :**

In prior years, the Juvenile Justice funds were allocated to the counties to provide alternatives to using adult jails for juveniles, in order to comply with the federal jail-removal mandate. Since Minnesota is now in compliance with the jail-removal mandate, federal resources may now be used to prevent the involvement of youth in the juvenile justice system by developing and strengthening programs which provide prevention, early intervention, and workforce preparation services.

**PLAN TO ACHIEVE TARGETS :**

MDES is in the process of establishing baseline data for the Juvenile Justice Program. Each grantee is required to track youth in the program and identify those who re-offend or first-offend while in the program.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The need for prevention and early intervention services for children and families who are at risk of child abuse, family violence, chemical abuse, delinquency, teen pregnancy, prostitution, truancy, and running away from home is greater than the resources available.

- Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).
- Objective 3** : Not more than 10% of youth referred to the Youth Intervention Program for a petitionable offense will re-offend within six months after completing the program.
- Measure 1** : Each youth participating in the program as a result of a petitionable offense will be tracked for subsequent petitionable offenses within six months after completing the program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Delinquent Youth (Six-Month Follow Up)</b>						
Actual			10%	10%		
Target			10%	10%	10%	10%

**DEFINITION :**

To the extent possible, recidivism rates are used to measure the effectiveness of youth intervention programs.

**RATIONALE :**

Services focus on preventing at-risk youth (ages 7-18) from entering (or re-entering) the juvenile justice system.

**DATA SOURCE :**

Information on subsequent petitionable offenses committed by youth will be obtained from the following sources: community corrections, the county attorney's office, police departments, sheriff departments, or family/parents. The data will be available through quarterly reports submitted to MDES from youth intervention grantees.

**DISCUSSION OF PAST PERFORMANCE :**

MDES is establishing and standardizing baseline data for the Youth Intervention Program.

**PLAN TO ACHIEVE TARGETS :**

Each Youth Intervention Program will be required to track youth referred to its program for a petitionable offense committed while in the program or within six months after program completion.

**OTHER FACTORS AFFECTING PERFORMANCE :**

1. The length of time between the youth's offense and the referral to the Youth Intervention Program (the shorter the time period between offense and referral, the more effective the program services).
2. Family support, stability, and cooperation (the greater the family support and participation, the more effective the program services).

**Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).

**Objective 4** : Reduce, through the City Grants Program, the total number of juveniles violating curfew per squad hour per site by 10% annually.

**Measure 1** : The number of juveniles picked up during curfew sweeps, relative to the total number of squad cars and hours needed to accomplish the sweep.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Curfew Violators</b>						
<b>Target</b>			10%	15%	15%	15%

**DEFINITION :**

The outcome measure was selected to provide a clear indicator of what has been accomplished with City Grants funding to date.

**RATIONALE :**

Reducing the number of juveniles violating curfew in the cities of Minneapolis, St. Paul, and Duluth is a primary objective of the City Grants Program.

**DATA SOURCE :**

Primary data will be collected by MDES from local law enforcement, program staff, and others assisting in the management of the program.

**DISCUSSION OF PAST PERFORMANCE :**

Baseline data is currently being collected by MDES.

**PLAN TO ACHIEVE TARGETS :**

Collaboration with local elected officials, law enforcement agencies, and other community organizations is necessary to ensure that MDES can develop the baseline data necessary to measure program outcomes.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Unemployment, inadequate housing, poverty, drug use, gang involvement, and limited funding.

**Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).

**Objective 5** : Construct two truancy and curfew centers: one in Hennepin County and one in Ramsey County.

**Measure 1** : Completion/selection of sites, contractors, and execution of contracts after sale of bonds.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Bonding for Truancy &amp; Curfew Centers</b>						
<b>Target</b>			25%	25%	25%	25%

**DEFINITION :**

The outcome measure was selected to provide a clear indicator of collaboration at the community level.

**RATIONALE :**

Providing employment and training opportunities for eligible youth to assist in the renovation or construction is a key component of the program.

Guidelines/procedures will be established by the Minnesota Department of Finance for this new MDES activity. The legislation requires that two truancy and curfew centers be constructed or renovated, one in Hennepin County and one in Ramsey County.

**DATA SOURCE :**

Information submitted by MDES.

**DISCUSSION OF PAST PERFORMANCE :**

This is a new initiative with 1995 appropriated funds.

**PLAN TO ACHIEVE TARGETS :**

Procedures will be established by the Minnesota Department of Finance for bonding/funding issues. Zoning and building issues will be consistent with local ordinances and regulations. A Request for Proposal (RFP) process will be used to select the grant recipients in Ramsey County and Hennepin County.

**OTHER FACTORS AFFECTING PERFORMANCE :**

1) Price availability of property or land, and 2) cooperation and support from local building-trades union representatives.

**Goal 1** : To reduce the number of youth entering or re-entering the juvenile justice system. (Public Law 93-415, Juvenile Justice and Delinquency Prevention Act).

**Objective 6** : Set aside at least 25% of bonding proceeds for use by YouthBuild (or other employment and training program) to employ at-risk youth in construction or renovation activities.

**Measure 1** : Dollar expenditure and documentation of youth employment during the construction of a new facility or renovation of an existing facility.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Bonding for Truancy &amp; Curfew Centers</b>						
<b>Target</b>			25%	25%	25%	25%

**DEFINITION :**

The outcome measure was selected to provide a clear indicator of collaboration at the community level.

**RATIONALE :**

Providing employment and training opportunities for eligible youth to assist in the renovation or construction is a key component of the program.

Guidelines/procedures will be established by the Minnesota Department of Finance for this new MDES activity. The legislation requires that two truancy and curfew centers be constructed or renovated, one in Hennepin County and one in Ramsey County.

**DATA SOURCE :**

Information submitted by MDES.

**DISCUSSION OF PAST PERFORMANCE :**

This is a new initiative with 1995 appropriated funds.

**PLAN TO ACHIEVE TARGETS :**

Procedures will be established by the Minnesota Department of Finance for bonding/funding issues. Zoning and building issues will be consistent with local ordinances and regulations. A Request for Proposal (RFP) process will be used to select the grant recipients in Ramsey County and Hennepin County.

**OTHER FACTORS AFFECTING PERFORMANCE :**

1) Price availability of property or land, and 2) cooperation and support from local building-trades union representatives.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE PREPARATION  
 BACT : WELFARE TO WORK SERVICES

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$798	0.27%
From Federal Funds	\$369	
General	\$429	
Number of FTE Staff:	7	0.36%

**GOAL :**

- To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services. (No Statutes Cited)

**BACKGROUND INFORMATION :**

**MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)**

**DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)**

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	Success Through Reaching Individual Development and Employment (STRIDE)	22258	20340
W	FY	Food Stamp and Training Program (FSET)	20971	13134

**Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.

**Objective 1** : Provide effective employment and training services to Success Through Reaching Individual Development and Employment (STRIDE) participants each year to increase the percentage of participants who terminate program as employed.

**Measure 1** : Annual percentage of STRIDE participants who terminate the program as employed, compared to total number of program terminations.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Employment</b>						
<b>Actual</b>	30%	32.9%	35%	36%		
<b>Target</b>			35%	35%	35%	

**DEFINITION :**

Unsubsidized employment should provide recipients with sufficient resources to enable them to leave public assistance.

Basic-skills education includes remedial education, General Equivalency Diploma (GED) classes, English as a Secondary Language programs, and high school completion.

Post-secondary education consists of courses of educational activity which lead to a diploma or certificate of completion which enables recipients to enhance their skill levels in a particular field of instruction.

**RATIONALE :**

Persons who participate in STRIDE services are more likely to become self-sufficient and leave public assistance.

Recipients with less than a high school diploma or GED are at risk of remaining on public assistance longer than those who have completed educational requirements.

Recipients who attain a post-secondary degree or certificate are more likely to succeed in the world of work and become self-sufficient through higher earnings.

**DATA SOURCE :**

Minnesota Department of Economic Security (MDES), Workforce Preparation Branch Management Information System (MIS).

**DISCUSSION OF PAST PERFORMANCE :**

The STRIDE program has never required formal outcome-based performance measures, even though data elements have always been tracked. There has also been no formal follow-up of terminated participants required or tracked.

**PLAN TO ACHIEVE TARGETS :**

A policy of early labor market attachment by participants will likely be implemented. There will be more aggressive job placement and job development, more linkages with Workforce Centers, and additional technical assistance by Workforce Preparation Branch staff. The Workforce Preparation Branch data base will access wage detail information to establish total universe of terminees who have left the program as employed. Outcome-performance measures will be incorporated into local service unit (LSU) plans.

**OTHER FACTORS AFFECTING PERFORMANCE :**

State and federal funding levels. Program changes at both state and federal level.

- Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.
- Objective 2** : Increase STRIDE program terminees' average hourly wage at termination by 4% each year.
- Measure 1** : Wage rate of program terminees.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Increase Hourly Wage Rate</b>						
<b>Actual</b>	1%	3.4%	1.7%	3.4%		
<b>Target</b>			4%	4%	4%	

**DEFINITION :**

Unsubsidized employment should provide recipients with sufficient resources to enable them to leave public assistance.

Basic-skills education includes remedial education, General Equivalency Diploma (GED) classes, English as a Secondary Language programs, and high school completion.

Post-secondary education consists of courses of educational activity which lead to a diploma or certificate of completion which enables recipients to enhance their skill levels in a particular field of instruction.

**RATIONALE :**

Persons who participate in STRIDE services are more likely to become self-sufficient and leave public assistance.

Recipients with less than a high school diploma or GED are at risk of remaining on public assistance longer than those who have completed educational requirements.

Recipients who attain a post-secondary degree or certificate are more likely to succeed in the word of work and become self-sufficient through higher earnings.

**DATA SOURCE :**

MDES, Workforce Preparation Branch MIS.

**DISCUSSION OF PAST PERFORMANCE :**

The STRIDE Program has never required formal outcome-based performance measures, even though data elements have always been tracked. There has also been no formal follow-up of terminated participants required or tracked.

**PLAN TO ACHIEVE TARGETS :**

A policy of early labor market attachment by participants will likely be implemented. There will be more aggressive job placement and job development, more linkages with Workforce Centers, and additional technical assistance by Workforce Preparation Branch staff. The Workforce Preparation Branch data base will access wage detail information to establish total universe of terminees who have left the program as employed. Outcome-performance measures will be incorporated into local service unit (LSU) plans.

**OTHER FACTORS AFFECTING PERFORMANCE :**

State and federal funding levels. Program changes at both state and federal level.

- Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.
- Objective 3** : Provide effective employment and training services to FSET participants each year to increase the percentage of participants placed in suitable employment.
- Measure 1** : Annual percentage of participants who terminate program as employed, compared to total program terminations.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Employment Rate</b>						
<b>Actual</b>	20.5%	19.6%	23.3%	35%		
<b>Target</b>					36%	36%

**DEFINITION :**

Suitable employment is defined as monthly earnings, which with program income disregards are equal to \$268 monthly for single non-public assistance individuals.

**RATIONALE :**

Participation in FSET Program activities is mandatory for non-exempt recipients. Participation affords recipients greater opportunities to become self-sufficient.

**DATA SOURCE :**

MDES, Workforce Preparation Branch MIS.

**DISCUSSION OF PAST PERFORMANCE :**

The FSET Program has never had outcome-based performance measures. While data elements have been previously tracked, no attempt was made to incorporate these elements as performance measures.

**PLAN TO ACHIEVE TARGETS :**

More aggressive job development and linkages with MDES Job Service employer services by providers through additional technical assistance offices by Workforce Preparation Branch staff. The Workforce Preparation Branch database will access wage detail information to establish number of terminees who may have left the program as employed, but failed to inform provider.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Number of eligible participants considered employable, availability of state appropriations, and availability of entry-level employment opportunities.

State and federal funding levels.

Program changes at both state and federal level.

**Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.

**Objective 4** : Increase the hourly wage rate of employed FSET Program terminees each year by 4%.

**Measure 1** : Wage rate of program terminees.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Wage at Placement</b>						
<b>Actual</b>	\$5.93	\$5.95	\$6.18	\$6.21		
<b>Target</b>					\$6.45	\$6.55

**DEFINITION :**

Suitable employment is defined as monthly earnings, which with program income disregards are equal to \$268 monthly for single non-public assistance individuals.

**RATIONALE :**

Participation in FSET Program activities is mandatory for non-exempt recipients. Participation affords recipients greater opportunities to become self-sufficient.

**DATA SOURCE :**

MDES, Workforce Preparation Branch MIS.

**DISCUSSION OF PAST PERFORMANCE :**

The FSET Program has never had outcome-based performance measures. While data elements have been previously tracked, no attempt was made to incorporate these elements as performance measures.

**PLAN TO ACHIEVE TARGETS :**

More aggressive job development and linkages with MDES Job Service employer services by providers through additional technical assistance offices by Workforce Preparation Branch staff. The Workforce Preparation Branch database will access wage detail information to establish number of terminees who may have left the program as employed, but failed to inform provider.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Number of eligible participants considered employable, availability of state appropriations, and availability of entry-level employment opportunities.

State and federal funding levels.

Program changes at both state and federal level.

- Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.
- Objective 5** : Reduce the rate of recidivism to Food Stamps by FSET Program participants who terminated due to employment.

**Measure 1** : Percentage of employed terminees who re-enter the Food Stamp program within 12 months of termination.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Rate of Recidivism</b>						
<b>Actual</b>		12.5%	12.4%	11.3%		
<b>Target</b>					11.1%	10%

**DEFINITION :**

Suitable employment is defined as monthly earnings, which with program income disregards are equal to \$268 monthly for single non-public assistance individuals.

**RATIONALE :**

Participation in FSET Program activities is mandatory for non-exempt recipients. Participation affords recipients greater opportunities to become self-sufficient.

**DATA SOURCE :**

MDES, Workforce Preparation Branch MIS.

**DISCUSSION OF PAST PERFORMANCE :**

The FSET Program has never had outcome-based performance measures. While data elements have been previously tracked, no attempt was made to incorporate these elements as performance measures.

**PLAN TO ACHIEVE TARGETS :**

More aggressive job development and linkages with MDES Job Service employer services by providers through additional technical assistance offices by Workforce Preparation Branch staff. The Workforce Preparation Branch database will access wage detail information to establish number of terminees who may have left the program as employed, but failed to inform provider.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Number of eligible participants considered employable, availability of state appropriations, and availability of entry-level employment opportunities.

State and federal funding levels.

Program changes at both state and federal level.

- Goal 1** : To help recipients, and their families, of Aid to Families with Dependent Children (AFDC), Family General Assistance (FGA), or Food Stamps achieve self-sufficiency through the provision of employment and training services.
- Objective 6** : Meet federal FSET participation requirements which specify that no less than 10% of a state's Food Stamp caseload should participate in employment and training activities.
- Measure 1** : Annual percentage of Minnesota Food Stamp recipients participating in FSET employment and training activities.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Percent of FS Caseload in E &amp; T</b>						
<b>Actual</b>			11.7%	12.7%		
<b>Target</b>					13.5%	14%

**DEFINITION :**

Suitable employment is defined as monthly earnings, which with program income disregards are equal to \$268 monthly for single non-public assistance individuals.

**RATIONALE :**

Participation in FSET Program activities is mandatory for non-exempt recipients. Participation affords recipients greater opportunities to become self-sufficient.

**DATA SOURCE :**

MDES, Workforce Preparation Branch MIS.

**DISCUSSION OF PAST PERFORMANCE :**

The FSET Program has never had outcome-based performance measures. While data elements have been previously tracked, no attempt was made to incorporate these elements as performance measures.

**PLAN TO ACHIEVE TARGETS :**

More aggressive job development and linkages with MDES Job Service employer services by providers through additional technical assistance offices by Workforce Preparation Branch staff. The Workforce Preparation Branch database will access wage detail information to establish number of terminees who may have left the program as employed, but failed to inform provider.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Number of eligible participants considered employable, availability of state appropriations, and availability of entry-level employment opportunities.

State and federal funding levels.

Program changes at both state and federal level.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE PREPARATION  
 BACT : DISLOCATED WORKER

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$27,098	9.19%
From Federal Funds	\$9,400	
From Special Revenue Funds	\$17,673	
General	\$25	
Number of FTE Staff:	12	0.66%

**GOALS :**

- To provide employment and training services to dislocated workers that result in their transition to new, suitable employment. (No Statutes Cited)
- To place program participants in suitable employment which offers compensation comparable to their previous employment. (No Statutes Cited)
- To provide intervention services to workers shortly after dislocation from employment. (No Statutes Cited)
- To retrain dislocated workers for employment in occupations or industries that offer opportunity for stable reemployment. (No Statutes Cited)
- To provide employment and training services to dislocated workers that result in long-term job retention. (No Statutes Cited)

**BACKGROUND INFORMATION :**

MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)

DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)

**ECONOMIC SECURITY DEPT****1996 Agency Performance Report**

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<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	JTPA, Title III	8017	5445
W	FY	MN Dislocated Worker	9321	9336

**Goal 1** : To provide employment and training services to dislocated workers that result in their transition to new, suitable employment.

**Objective 1** : The "Entered Employment" rate for Minnesota dislocated workers will exceed the established federal standard for Title III, EDWAA with the state rate increasing to 75% by 1997.

**Measure 1** : The annual percentage of enrolled participants entering employment, as compared to the federal standard for the Title III, EDWAA dislocated worker program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Entered Employment Rate</b>						
<b>Actual</b>	71%	72%	76.1%			
<b>Target</b>			73%	74%	75%	75%

**DEFINITION :**

The performance measure equals the total annual number of participants who have been terminated as "Entering Employment," divided by the total number of participants whose enrollment was terminated during each program year. The equation excludes participants recalled to a previous employer. The result is compared to the national standard for federal Title III which currently stands at 72%. The current state standard for entered employment is 70%. This is set by the Minnesota Department of Economic Security (MDES) in consultation with the Governor's Workforce Development Council.

**RATIONALE :**

This measure represents one of two performance standards prescribed by the U.S. Department of Labor for implementation of the Title III, EDWAA Program. Among the responsibilities of the Dislocated Worker Unit is to assure compliance with federal performance standards.

Beyond compliance with the federal performance standards, inclusion of this outcome measure directly demonstrates whether the program is making progress toward the objective of higher placements as a result of intervening with dislocated workers in their transition to new employment.

**DATA SOURCE :**

Program grantees submit participant data to MDES on a monthly schedule. Information may be found for each specific dislocated worker program (federal and state) in the Job Training Partnership Act (JTPA)/Success Through Reaching Individual Development and Employment (STRIDE) Management Information System (MIS).

**DISCUSSION OF PAST PERFORMANCE :**

Currently, Minnesota is exceeding federal placements standards.

**PLAN TO ACHIEVE TARGETS :**

Program operators are required to establish an annual plan indicating expected performance at or exceeding minimal state standards. Grantee performance is monitored regularly by MDES staff.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The business environment in the state may impact this measure to the extent that job placement results are subject to economic conditions and technological changes affecting the job market.

- Goal 2** : To place program participants in suitable employment which offers compensation comparable to their previous employment.
- Objective 1** : The median rate of wage replacement for dislocated workers will be a minimum of 80% of hourly earnings prior to dislocation.
- Measure 1** : Median rate of wage replacement upon job placement, compared to median hourly wage at dislocation. This is a new performance measure.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Wage Replacement</b>						
<b>Actual</b>	80%	80%	86.5%			
<b>Target</b>			80%	80%	80%	80%

**DEFINITION :**

For all participants terminating the program having both a dislocation and an entered employment hourly wage during a given program year, the median wage rate at dislocation is divided by the median wage at placement.

**RATIONALE :**

This outcome measure directly demonstrates to what extent this program is assisting dislocated workers to replace wages earned from their job at dislocation with wages earned in their new job at entered employment. A primary objective of program participants is replacement of their previous rate of pay.

**DATA SOURCE :**

Program grantees submit participant data to MDES on a monthly schedule. Information may be found for each specific dislocated worker program (federal and state) in the JTPA/STRIDE MIS.

**DISCUSSION OF PAST PERFORMANCE :**

Although program participants hope to replace 100% of previous wages with a new job, studies conducted on worker displacement consistently find that workers will actually face a 20% cut in wages with new employment. Program experience in Minnesota has shown a similar loss in wages upon return to work.

**PLAN TO ACHIEVE TARGETS :**

The planned average replacement wage rates proposed by service delivery agents will continue to be monitored by MDES and the Governor's Workforce Development Council. Each substate area has a set annual average wage goal.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The state's economic environment and the competition for available jobs may depress wages.

**Goal 3** : To provide intervention services to workers shortly after dislocation from employment.

**Objective 1** : Program enrollment of dislocated workers will average 12 weeks or less following separation from employment by 1997.

**Measure 1** : Average weeks dislocated workers are unemployed prior to enrollment in the program. This is a new measure.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Separation to Enrollment</b>						
<b>Actual</b>			17 wks			
<b>Target</b>			14 wks	13 wks	12 wks	12 wks

**DEFINITION :**

The measure is defined as the sum total of weeks of unemployment of new participants for the program year divided by the total new participants enrolled.

**RATIONALE :**

This outcome measure directly demonstrates whether the program and its service providers are achieving early intervention with affected dislocated workers. Initiating services to dislocated workers quickly following dislocation is critical to their successful transition to suitable employment and reintegration into the workplace. Failure to intervene quickly can mean exhaustion of reemployment insurance benefits, home foreclosure, or any number of problems associated with the loss of employment.

**DATA SOURCE :**

Program grantees submit participant data to MDES on a monthly schedule. Information may be found for each specific dislocated worker program (federal and state) in the JTPA/STRIDE MIS.

**DISCUSSION OF PAST PERFORMANCE :**

Changes in the data collection instrument were implemented on July 1, 1993, that will enable the efficient development of this measure for future reporting.

**PLAN TO ACHIEVE TARGETS :**

The state will continue to quickly respond to each dislocation event, providing program information and other services as soon as possible after a plant closing or mass layoff event involving 50 or more individuals. Substate areas will continue to outreach in respective local areas for early intervention to dislocated workers.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The program can attempt to influence people to apply for enrollment, but the decision of when to seek assistance remains with the individual.

**Goal 4** : To retrain dislocated workers for employment in occupations or industries that offer opportunity for stable reemployment.

**Objective 1** : The follow-up employment rate will increase to 81% employed at follow-up by the year 1997.

**Measure 1** : The percentage of participants employed who are included in the 13-week follow-up survey of participants terminated from the program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>13 Week Employment Rate</b>						
<b>Actual</b>		79.1%	83.3%			
<b>Target</b>			80%	80.5%	81%	81%

**DEFINITION :**

The definition of the measure is the total number of employed participants included in the 13-week follow-up survey divided by the number of participants surveyed.

**RATIONALE :**

This measure is one of two performance standards prescribed by the U.S. Department of Labor for implementation of the federal JTPA, Title III, EDWAA Program. Section 106 of JTPA requires the Secretary of Labor to establish performance standards based on placement and retention in unsubsidized employment. The follow-up measure is based on a sample of program participants.

Beyond compliance with the federal performance standard, this measure represents an initial indication of suitable job placement and retention.

**DATA SOURCE :**

The data source for this measure is the JTPA/STRIDE MIS which houses the data that is collected on an ongoing basis.

**DISCUSSION OF PAST PERFORMANCE :**

Minnesota has a current performance goal for the 13-week follow-up of 70%. This was established by MDES in consultation with the Governor's Workforce Development Council. Currently the program is exceeding the standard.

**PLAN TO ACHIEVE TARGETS :**

MDES will continue to record and monitor 13-week participant follow-up results. Performance standard values for program operators are examined and adjusted in consultation with the Governor's Workforce Development Council.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Job retention outcomes are subject to the general economy of the state and nation; the competitive nature of business situations; and the strength of Minnesota industries in comparison to their local, national, and international competition.

- Goal 5** : To provide employment and training services to dislocated workers that result in long-term job retention.
- Objective 1** : The one-year retention rate for employment of participants receiving occupational training will be 80% by the year 2000.
- Measure 1** : Percentage of participants filing valid reemployment insurance claims one year following program termination as "entered employment." This is a new measure. A wage tracking system is being developed to measure the objective.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>RI Claims Ratio</b>						
<b>Target</b>					N/A	N/A

**DEFINITION :**

The definition for this number is the total number of participants who have not filed a valid reemployment benefit claim during a one-year period divided by the total number of participants who received occupational training and entered employment for that year.

**RATIONALE :**

The outcomes for this measure demonstrate achievements of the program in providing services that result in stable, long-term employment.

**DATA SOURCE :**

The data for this measure would come from the JTPA/STRIDE MIS and the reemployment compensation benefit claim data.

**DISCUSSION OF PAST PERFORMANCE :**

This is a new measure of performance, and MDES will need to develop a methodology for implementation.

**PLAN TO ACHIEVE TARGETS :**

A fully developed plan for implementation of this measure will need to be generated.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Factors beyond MDES control include the general economy of the state and nation; employer competitive situations; and the strength of Minnesota's industries in comparison to their competition locally, nationally, and internationally. Further, individuals may enter employment, subsequently become unemployed and reemployed during a year period, and collect reemployment benefits during the interim.

In addition, data privacy laws which apply to reemployment insurance benefit claim data may impede MDES' ability to bring it and the dislocated worker program data together to compute this outcome.

**Agency** : ECONOMIC SECURITY DEPT

**Program** : WORKFORCE EXCHANGE

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$77,526	26.29%
From Federal Funds	\$74,853	
From Special Revenue Funds	\$2,539	
General	\$134	
Number of FTE Staff:	1231	66.54%

**GOALS :**

The goal of Workforce Exchange is to deliver workforce development, employment, reemployment insurance, and other related services which enhance opportunities and economic security for its customers.

**DESCRIPTION OF SERVICES :**

Services are delivered through a network of 36 service sites throughout the state, in addition to the central administrative office in downtown St. Paul. Some services are available to all Minnesotans depending on each program's specific eligibility standards.

The Workforce Exchange's programs and services are funded by various federal sources. Because of funding source requirements, programs must operate and provide levels of service to meet or exceed federal standards in partnership with Minnesota law.

Programs are delivered through:

**Job Service (JS):** Through 41 field offices statewide, services offered to the public include recruitment of workers; direct placement; testing; trade adjustment assistance, including referral to training; veteran placement activities; alien labor certification which provides labor certification and determines that prevailing wages are paid; counseling and job-seeking training for job seekers; federal bonding referral to those who cannot get commercial bonding; Summer Jobs Program, primarily for students; and Work Opportunity Tax Credit (WOTC) referrals. Performance of the Job Service mission also involves coordination with Job Training Partnership Act (JTPA) providers and contractors, local vocational colleges, and any other service providers which help develop and place workers and staff employers.

**Reemployment Insurance (RI):** Through 36 full-time field offices, co-located with Job Service and a number of

seasonal itinerant points, statewide RI services are provided to workers and employers. These include RI benefits to workers, an appeal process for workers and employers, employer tax services, and a benefit payment control activity to insure program integrity.

Disability Determination Services (DDS) determines if Minnesotans who are claiming disability under Social Security disability programs meet the criteria to qualify for benefits.

**BACKGROUND INFORMATION :**

**MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)**

**DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)**

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
W	FY	Job Openings	150,860	120,585
W	FY	Placements	52,316	37,912
A	FY	Active Applicants	265,448	238,286
W	FY	Claimants Placed	4,212	3,151
W	FY	Alien Labor Certification	267	421
W	FY	TJTC Vouchers	5,324	97
A	FY	Veterans Program	35,357	32,705
A	FY	Covered Employers	110,862	115,309
W	FY	Claims Established	212,200	219,600
W	FY	Benefits Paid	N/A	N/A
W	FY	Appeals	13,289	13,186
A	FY	Number of Disability Claims Received	40,713	N/A
W	FY	Number of Disability Claims Adjudicated	38,286	N/A
UC	FY	Cost Per Case (DDS)	\$359	N/A
OD	FY	Referrals to Rehabilitation Agencies	4,700	N/A

**PROGRAM DRIVERS :**

Programs in the Workforce Exchange Activity are affected primarily by external economic conditions. Economic downturns or recessionary periods drive workloads in RI activities, and make JS programs more difficult. Those programs, which include some training components, are more active in preparing customers for periods of economic expansion. During those times of economic expansion, JS programs are more active and successful, while reemployment insurance is less active with clients but does replenish the benefit payment fund through tax activities. RI workloads during these times generally become more complex and time-consuming.

DDS activities deliver services to achieve the following Minnesota milestones goals:

- People who need help providing for themselves (because of disability) will receive the help they need.

- All Minnesotans with disabilities will have the economic means to maintain a reasonable standard of living.
- Minnesotans with disabilities will have the education and training to make the state a leader in the global economy by providing vocational counseling and training opportunities leading to employment.

**Agency** : ECONOMIC SECURITY DEPT  
**Program** : WORKFORCE EXCHANGE  
**BACT** : WORKFORCE EMPLOYMENT EXCHANGE

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$29,434	9.98%
From Federal Funds	\$26,761	
From Special Revenue Funds	\$2,539	
General	\$134	
Number of FTE Staff:	444	24.02%

**GOALS :**

- To define criteria and standards for quality openings and industries in order to target promotional efforts in areas most likely to encourage economic growth. (No Statutes Cited)
- To provide labor market information that supports business growth and helps define a workforce needed to compete in the world economy. (No Statutes Cited)

**Goal 1** : To define criteria and standards for quality openings and industries in order to target promotional efforts in areas most likely to encourage economic growth.

**Objective 1** : Increase job opening listings in target occupations.

**Measure 1** : Listed job openings in growth occupations.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Openings in Top Ten Occupations</b>						
Actual		2,264	3,010	3,746		
Target					3,933	4,129

**DEFINITION :**

Job openings listed by the Minnesota Department of Economic Security (MDES) are placed by employers statewide. MDES representatives contact employers when possible to promote MDES services and encourage employers to list job openings as they become available. Employers use MDES services on a "use always" to "never use" basis. Jobs listed also cover a wide range, from highly skilled, long-term jobs, to low-skill, low-paying jobs.

In order to target MDES efforts, a baseline of current performance in this area is necessary. A project is continuing in order to develop a data base of job openings by occupation, growth, and likelihood of long-term employment.

**RATIONALE :**

This data base will enable MDES to target those areas likely to have quality openings, which are defined as those providing at least the average wage for that occupation and industry.

**DATA SOURCE :**

Data used to measure this performance exists in separate data bases. Job openings exist in a historical listing by occupation and employer. Employers are maintained in a tax data base by industry. These data will be combined to produce baseline data for targeting efforts.

**DISCUSSION OF PAST PERFORMANCE :**

Data became available in this manner in 1994 and will continue to be measured with similar methodology.

**PLAN TO ACHIEVE TARGETS :**

Baseline of penetration in those areas of occupation and industry defined as "target" openings will be developed as indicated by this measure.

When that performance baseline is established, resources in the form of staff dedicated to employer contacts will be deployed specifically to those employers in the targeted industries. Those staff will describe MDES services and market those services to increase listed openings.

Those openings will be aggressively marketed to job seekers who may have the skills and experience to fill those openings.

- Goal 2** : To provide labor market information that supports business growth and helps define a workforce needed to compete in the world economy.
- Objective 1** : Develop and produce pertinent labor market information to support the programs of MDES and to assist job seekers, employers, educational institutions, job training agencies, researchers, the news media, and various other data users.
- Measure 1** : Data users will receive information in appropriate, useable formats which meet their particular needs.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Telephone Requests for Data Projects</b>						
<b>Actual</b>	5,300	5,600	5,900	6,200		
<b>Target</b>					6,500	6,800
<b>Demand for Training Sessions on LMI Usage</b>						
<b>Actual</b>	19	25	32	37		
<b>Target</b>	18	24	30	35	50	55

**DEFINITION :**

Current and regularly updated data on local labor market conditions include the labor market information (LMI) products which are made available to all types of data users. To assist in business development, the private sector needs ready access to information on local labor availability, employment levels by industry and occupation, prevailing wages in the various occupations, and labor shortage and surplus imbalances. Educational institutions need this information for curriculum planning and economic research into local economic conditions. Job seekers need current information on growing occupations and the skills, experience, and training which employers require for openings in these occupations.

**RATIONALE :**

Customer survey programs and focus groups which assess customer satisfaction with MDES' Research and Statistics Office's performance are conducted regularly and planned for the upcoming year.

**DISCUSSION OF PAST PERFORMANCE :**

MDES' Research and Statistics Office continues to refine its data products and tailor its services to the needs of users. Implementation of an electronic bulletin board in 1993 provided user access to a variety of LMI data bases. Usage and maintenance of the bulletin board was being phased out during 1996. Research and Statistics placed many of its data products on its Internet Website in 1996 and this Website will be further developed and used more extensively in 1997. Besides data produced by Research and Statistics, the Website contains links to national and other state agency sources of labor market information. Joint efforts with Job Training Partnership Act (JTPA) planners and administrators has resulted in customized LMI products for this significant user group. The development of a training package for MDES staff has significantly broadened the knowledge of LMI products and their users.

MDES makes further use of the expertise of LMI staff through integration in such initiatives as Minnesota Workforce Centers and the reorganization of departmental service provision.

**Agency** : ECONOMIC SECURITY DEPT  
**Program** : WORKFORCE EXCHANGE  
**BACT** : REEMPLOYMENT INSURANCE

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$34,789	11.80%
From Federal Funds	\$34,789	
Number of FTE Staff:	648	35.00%

**GOALS :**

- To provide temporary economic relief through payment of benefits to assist persons in minimizing the economic and social impact of unemployment. (No Statutes Cited)
- To work together with employers to insure their workers against the risk of unemployment. (No Statutes Cited)

**Goal 1** : To provide temporary economic relief through payment of benefits to assist persons in minimizing the economic and social impact of unemployment.

**Objective 1** : Reduce the length of RI claims for those unattached to an employer by two weeks.

**Measure 1** : Average spell of unemployment.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number of Weeks Unemployed</b>						
<b>Actual</b>		9.65	9.5	8.7		
<b>Target</b>					8.0	8.0

**DEFINITION :**

Past practice has focused on providing benefits to claimants when due and in a timely manner. This measure demonstrates the impact of program intervention in terms of increased employment stability and increased self-reliance of claimants while maintaining economic support in times of need.

**RATIONALE :**

The legislated intent of the program is to provide economic support to claimants until they return to work. Claimants can be divided into two broad categories: those with firm attachment to an employer and those who do not. In the first instance, unemployment is usually tied to seasonal factors which affect economic conditions and it is cyclical; employees are laid off and recalled on a regular basis. Those in the second category are more randomly affected by economic conditions, occupational changes, job-seeking skills and lack of a stable work history. This group is more able to benefit from program intervention. The Eligibility Review Program, job-seeking skills training, job clubs, and employment plans are all intended to increase the self-reliance and employment stability of those seeking reemployment benefits.

**DATA SOURCE :**

A more rapid return to work after intervention is a measure of successful intervention: it benefits the reemployed, preserves benefit dollars, lowers tax rates, and contributes to economic stability. Data to measure this objective exists in automated systems which compile filing dates, weeks claimed, and reported reasons for discontinuing reporting.

**DISCUSSION OF PAST PERFORMANCE :**

This has not been a factor of consideration in the past. There has not been an attempt to measure the success of intervention. The only factor measured was how quickly and accurately benefits were paid. The reported reduction in length of claim cannot be attributed to intervention. Data collection tools have not yet been designed to isolate the target group or assess program effect on the target group.

**PLAN TO ACHIEVE TARGETS :**

Reemployment Insurance will develop desired outcome measures and collect data to determine the effect of various intervention strategies. Coordination of strategy development and desired outcomes will involve the participation of the public, employees, employers, the unemployed, partners, and the Workforce Exchange Branch.

- Goal 2** : To work together with employers to insure their workers against the risk of unemployment.
- Objective 1** : Increase the percentage of claims that can be processed without delay for review of insurance issues.

**Measure 1** : The number of "blocked" claims as a percent of total claims filed.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Percentage of Blocked Claims vs. Claims Filed</b>						
<b>Actual</b>		.7%	.66%	.66%		
<b>Target</b>	.7%	.7%	.69%	.69%	.69%	.69%

**DEFINITION :**

Information is collected from employers concerning earnings of workers. This information is collected on a quarterly basis and is used to establish monetary eligibility for those workers filing for benefits. This process is subject to federal Desired Levels of Achievement (DLA) and service due the activity's customers. The federal DLA is 87% of claim paid within 14 days of the end of the first week. If the wage data is not available, payment is delayed, additional expense is incurred, and benefit recipients suffer needless hardship.

**RATIONALE :**

Reducing the percentage of these "blocked" claims increases timeliness and reduces costs associated with manually collecting the needed information.

**DATA SOURCE :**

Data used to measure performance in this area include the total number of claims filed and the number of requests for wage reviews.

**DISCUSSION OF PAST PERFORMANCE :**

While a measure of Timely First Payments has been a performance factor for many years, and achievement has exceeded the federal DLA, delays due to incomplete wage data has not been specifically addressed. Therefore, this is a new measurement factor.

**PLAN TO ACHIEVE TARGETS :**

The Tax Office will be working to improve the education process and communication with employers. Efforts affecting this must be directed toward prevention of those factors which result in "blocked" claims. Cooperation with employers and education about the process, causes of problems, and the result in terms of additional time and expense, will impact this objective. This is not viewed as a "fix," but as a long-term component of improved process in the RI system. Additional educational sessions have been established for employers; over 50 were held in the past year.

**OTHER FACTORS AFFECTING PERFORMANCE :**

A prime factor that affects this performance measure is the growing trend toward treating workers as independent contractors, rather than employees. This trend is being encouraged by recent congressional attempts to change the criterion used by the Internal Revenue Service.

An uncontrollable factor, which has not appeared yet, would be a downturn in the economy leading to a large increase in reemployment claims. This generally triggers a sharp increase in claims filed by workers whose employment relationship is "cloudy" or who have been paid in cash without any records kept.

**Agency** : ECONOMIC SECURITY DEPT  
**Program** : WORKFORCE EXCHANGE  
**BACT** : DISABILITY DETERMINATION

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$13,303	4.51%
From Federal Funds	\$13,303	
Number of FTE Staff:	139	7.52%

**GOAL :**

- To make disability determinations for Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) applicants from Minnesota. (No Statutes Cited)

**DESCRIPTION OF SERVICES :**

The Disability Determination Services (DDS) Activity permits citizens of Minnesota to obtain all Social Security benefits they are eligible for under federal law (M.S. 268A.03(d)) by determining, in accordance with Social Security Administration (SSA) regulations, if Minnesotans who are claiming disability under the SSDI and/or SSI programs meet the disability criteria to qualify for benefits.

When Minnesotans apply for SSDI or SSI benefits, DDS gathers medical and vocational information, purchases medical examinations for claimants when necessary to document their disabilities, analyzes the medical and vocational information, and makes recommendations for eligibility. DDS also refers those individuals who may benefit from other services to programs such as Vocational Rehabilitation and State Services for the Blind. In 1993, DDS made 5,319 referrals to rehabilitation agencies; 4,900 in 1994; and 4,697 in 1995.

SSI payments were received by 50,926 Minnesota residents of limited income and resources in 1995. Monthly SSI payments of 20.7 million were made to Minnesota households with children or adults with disabilities. In addition to SSI payments, 58,160 workers received SSDI payments in Minnesota in 1995. Payments to these workers and their dependents totaled \$40.7 million each month.

**PROGRAM DRIVERS :**

**Goal 1** : To make disability determinations for Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) applicants from Minnesota.

**Objective 1** : Accurately process all SSI and SSDI applications.

**Measure 1** :

	<u>FED.1993</u>	<u>FED.1994</u>	<u>FED.1995</u>	<u>FED.1996</u>	<u>FED.1997</u>	<u>FED.1998</u>
<b>Number of Cases Processed</b>						
<b>Actual</b>	37245	39704	42446	38286		
<b>Target</b>					43108	44900

**DEFINITION :**

A sample of completed cases is sent to SSA for reviewing agencies. Based on the sample review findings, the accuracy rate for DDS is determined.

**RATIONALE :**

A standardized level of documentation is required by SSA to ensure an accurate decision on a disability claim. Once that evidence is secured, SSA requires a correct method of evaluating the evidence to make a correct decision about granting or denying benefits. SSA requires a state to produce a quality product and monitors this by evaluating a sample of all claims determined in DDS.

**DATA SOURCE :**

The accuracy reports are created by the federal government on a monthly, quarterly, and yearly basis.

**DISCUSSION OF PAST PERFORMANCE :**

From 1993 through 1996, DDS has had the best initial claims accuracy in Region V.

**PLAN TO ACHIEVE TARGETS :**

DDS works closely with the regional representatives of SSA to clarify issues before they can impact on DDS objectives. DDS also monitors its performance and objectives through a highly trained Quality Assurance Unit that performs a random sample review of determined cases. Through this Unit's review, DDS can identify training needs and quality trends in DDS. Also, the supervisory staff of the DDS adjudicators do daily reviews of cases to determine if the direction of the work is correct and if the case is being displayed for any reason. On sensitive or difficult medical questions, a psychologist or medical doctor reviews the case and gives input. Finally, the fiscal staff of DDS regularly meets with management staff to update them on DDS expenditures, areas of fiscal concern, trends, etc. Most significant for 1996 is the fact that DDS prepared and received approval for a total DDS system that will integrate all functions of DDS, streamline work processes, and allow the DDS system to more easily and economically adjust to new initiatives or changing workloads in the next years. This close attention to DDS objectives helps staff meet the objectives as identified in this performance report.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Changes in federal regulations and policies, as a result of welfare reform, may require a period of time for DDS staff to achieve a level of adjudicative proficiency and that could affect performance accuracy. The addition of ten new staff under Social Security initiatives to redesign the disability program may also cause some temporary loss of productivity.

**Goal 1** : To make disability determinations for Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI) applicants from Minnesota.

**Objective 1** : Accurately process all SSI and SSDI applications.

**Measure 2** : DDS accuracy rate.

	<u>FED.1993</u>	<u>FED.1994</u>	<u>FED.1995</u>	<u>FED.1996</u>	<u>FED.1997</u>	<u>FED.1998</u>
<b>DDS Accuracy Rate</b>						
<b>Actual</b>	97.8%	98.2%	98.6%	97.6%		
<b>Target</b>					98+%	98+%

**DEFINITION :**

A sample of completed cases is sent to SSA for reviewing agencies. Based on the sample review findings, the accuracy rate for DDS is determined.

**RATIONALE :**

A standardized level of documentation is required by SSA to ensure an accurate decision on a disability claim. Once that evidence is secured, SSA requires a correct method of evaluating the evidence to make a correct decision about granting or denying benefits. SSA requires a state to produce a quality product and monitors this by evaluating a sample of all claims determined in DDS.

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**OTHER FACTORS AFFECTING PERFORMANCE :**

Changes in federal regulations and policies, as a result of welfare reform, may require a period of time for DDS staff to achieve a level of adjudicative proficiency and that could affect performance accuracy. The addition of ten new staff under Social Security initiatives to redesign the disability program may also cause some temporary loss of productivity.

Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE REHABILITATION SVCS

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$51,510	17.47%
From Federal Funds	\$33,057	
General	\$18,232	
From Gift Funds	\$221	
Number of FTE Staff:	397	21.44%

**GOALS :**

The mission of Workforce Rehabilitation Services is to assist Minnesotans with disabilities reach their goals for working and living in the community. Rehabilitation Services utilizes a strategic planning process to achieve continual self-improvement. The current goals for the program are:

- 1) To collaborate in the implementation of the Minnesota Workforce Center System so services are available and provided, compatible with the intent and integrity of the Rehabilitation Act.
- 2) To build strong coalitions with stakeholders--advocacy groups, schools, social service agencies, employers, and others.
- 3) To build a healthy and productive work environment within and among unit teams.
- 4) To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

The first three goals are internal process goals only; they assist in developing a consumer-oriented, productive work environment.

**DESCRIPTION OF SERVICES :**

Workforce Rehabilitation Services is organized into three activities that provide a comprehensive array of services focused on helping people with severe disabilities become employed and/or to maintain employment and to live more independently: Vocational Rehabilitation (VR) Services, Independent Living (IL) Services, and Extended

Historically, people with disabilities have not had equal access to other employment service programs; VR has filled this gap since 1918. IL and EE were established to provide additional resources and support services for people with severe disabilities.

## VOCATIONAL REHABILITATION

VR assists persons with disabilities to achieve their employment goals and increase their financial independence, with priority given to persons with severe disabilities [M.S.268A.03][Rehab. Act, Sec. 123 (1)(2)(3) and (6)].

Persons with severe disabilities who have limitations in at least one functional area are given priority for services. The typical consumer has multiple vocational needs that cannot be fully met by the more traditional means of achieving employment such as Job Service or academic training programs.

Services are provided to eligible persons by 172.5 full-time-equivalent (FTE) rehabilitation counselors located in 46 field offices that are currently transitioning into the Workforce Center System. The counselors provide the direct core services of vocational counseling, career planning, job development and placement, and follow-along services for a minimum of 60 days to ensure that consumers' employment is appropriate.

Counseling is a highly individualized process whereby a consumer and counselor work together as partners to identify the consumer's vocational interests and aptitudes, determine an appropriate vocational goal, and develop and implement an action plan to achieve that vocational goal. The counselor must be able to determine the consumer's functional limitations and handicap to employment based on a comprehensive assessment and review of medical records; assist the person to identify goals that are realistic and consistent with the person's skills, abilities, and values; break the goal down into achievable objectives that will help the person maintain his or her motivation during the rehabilitation process; and identify and resolve potential barriers that may hinder the person's ability to achieve the goals.

Typical barriers that the consumer and counselor must mutually resolve include disability-related issues (e.g., developing strategies to accommodate functional limitations that impact the person's ability to work); mental health issues (e.g., fear of failure); access issues (many schools, businesses and public transportation systems are not accessible); issues of poverty (many consumers are living below the poverty line); and cultural issues. The counselor must also work closely with the consumer's family and significant others to resolve their concerns about the ability of a person with a severe disability to work and become more independent from the family, and with community resources to ensure that the person can access needed training and other services. The counselor also must work closely with the potential employer to address concern about the person's ability to be a productive employee and to assist in making reasonable accommodations so the person can be a productive and valued employee.

Additional services which may be purchased to support the consumer's individualized rehabilitation plan include training, assistive technology, worksite modifications, and transportation. When developing the individualized rehabilitation plan with the consumer, the counselor coordinates closely with county agencies, schools, and other service providers to assure that services are comprehensive and non-duplicative.

IL enhances the ability of persons with severe disabilities to live independently and function more independently with their families and in their homes and communities [M.S.268A.03(h)][Rehab. Act, Sec. 704 and 704(g)].

There are two components to this program: a grant program that supports a network of eight consumer-controlled, community-based, cross-disability, nonresidential, private non-profit Centers for Independent Living (CILs) that are designed, governed, and operated by persons with disabilities; and an agency-based State Independent Living Services program operated cooperatively with VR.

Services provided include: individual and systems advocacy; independent living skills-training; individual and peer counseling; support groups; information and referral; education and technical assistance to the community; and assistance in obtaining transportation, equipment, attendant care services, housing, education, recreation, health care, low- and high-tech equipment or technology, modification of home and work environments, and other services as appropriate.

In addition to the primary focus on enhancing independent living skills, the activity also provides services to enhance the person's ability to benefit from VR services.

## **EXTENDED EMPLOYMENT**

EE provides employment in supported and competitive environments, through grants to Community Rehabilitation Programs (CRPs), for people with severe disabilities who are unable to work without receiving ongoing vocational and other support services [M.S.268A.09] [Rehab. Act, Sec. 101(a)(16)].

EE contracts with 28 public and private non-profit CRPs (formerly known as rehabilitation facilities) to provide a wide variety of employment services. Participants have disabilities with functional impairments severe enough to preclude their being competitive in jobs, even at the minimum wage level, without ongoing support services. If an individual's future plan is for competitive employment, CRPs assist the individual to obtain competitive employment following a period of employment with supports.

EE funds partially offset the costs of the ongoing support services CRPs provide to individuals. These support services are ongoing for the duration of the individual's employment through the EE Program.

Individuals needing long-term support services are employed in two settings. The first is supported employment in the larger community--including manufacturing, service, retail, and government--that allows the individual a wider choice of jobs and greater contact with non-disabled peers. Typical supported employment services include:

- job coaching (on-site job training or off-site support services)
- job skills training (in skills needed to find and keep a job)
- job modification (of the site and work processes, to allow the individual to successfully perform the job)
- ongoing support (employer/employee relations, problem-solving and negotiation, money management, independent living skills, transportation, grooming and personal care skills, behavioral management, social skills training, and other skills training needed to maintain employment).

The second setting is within the CRPs. Many CRPs operate small-to-midsized manufacturing and processing

businesses producing goods and services for direct sale or under contract to another business. Individuals requiring continued support services to remain employed in a CRP operation are considered to be employed "in-house."

**BACKGROUND INFORMATION :**

**MEASURE TYPES: ACTIVITIES (A), EFFICIENCY (E), OUTPUT (O), OUTCOMES (OC), OTHER DATA (OD), UNIT COSTS (UC), WORKLOAD (W)**

**DATA BASED ON: CALENDAR YEAR (CY), FISCAL YEAR (FY), FEDERAL FISCAL YEAR (FFY), BIENNIUM YEARS (BY)**

<u>Type</u>	<u>Based</u>	<u>Measure</u>	<u>1994-95</u>	<u>1995-96</u>
OD	FY	Estimated # of Unemployed Disabled	225,871	225,871
OD	FY	Estimated # of Severely Disabled	214,300	214,300
W	FY	Number Served	25,899	26,884
W	FY	% of Caseload with Severe Disability	92%	94%
W	FY	Number of New Applicants for Service	10,540	10,000
W	FY	Number of Eligibility Decisions Made	10,538	10,000
W	FY	Average Number of Months from Acceptance to Job Placement/Case Closure	27.8	26.9
W	FY	Number Receiving Direct Services - IL Center Services	N/A	N/A
W	FY	Number Receiving Direct Services - VR/IL Services	N/A	N/A
W	FY	# Receiving Information and Referral	N/A	N/A
W	FY	# of Hours of Community Education	N/A	N/A
W	FY	Number Working in Extended Employment	7,620	7,700

**PROGRAM DRIVERS :**

These activities deliver services to achieve the following Minnesota milestones goals:

- People who need help providing for themselves (because of disability) will receive the help they need.
- All Minnesotans with disabilities will have the economic means to maintain a reasonable standard of living.
- Minnesotans with disabilities will have the education and training to make the state a leader in the global economy by providing vocational counseling and training opportunities leading to employment.

Based on a study conducted by the U.S. Bureau of the Census, it is estimated that 470,000 persons of working age in Minnesota have disabilities. It is imperative that these Americans also have the opportunity for free choice, self-determination, self-direction, and full participation in the social and economic life of their communities and that they contribute socially and economically to the health of their communities and the economy.

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**VOCATIONAL REHABILITATION ACTIVITY:**

Federal population census data indicate that 214,000 Minnesotans have severe disabilities. The employment rate has increased from 23% to 26% as a result of the Americans with Disabilities Act (ADA), but this rate continues to be unacceptably high.

The 1992 Amendments to the Rehabilitation Act of 1993 require states to implement an "order of selection" that gives service priority to persons who have severe disabilities if the states do not have adequate staff and funding to serve all persons with disabilities who could benefit from VR services. The Minnesota VR Program began an "order of selection" October 1, 1993.

It is anticipated that the population of persons with disabilities will expand due to the aging of the population and the emergence of diseases and disabling conditions whose incidence is increasing, such as AIDS and traumatic brain injuries. Also, as new medical technology is developed to increase the survival rates of persons with severe injuries and illnesses, more persons will survive and need VR services to return to or enter employment.

The 1992 Amendments created a new advisory body, the State Rehabilitation Advisory Council (SRAC). The 16 members are appointed by the Governor. Five specific duties are assigned by the Rehabilitation Act:

- Advise state agencies on the performance of their VR programs, particularly regarding eligibility, effectiveness of services, and functions of other state agencies that affect persons with disabilities and their rehabilitation goals;
- Participate in the preparation of the VR State Plan and Strategic Plan;
- Review and analyze consumer satisfaction with services;
- Report to the Governor and to the U.S. Secretary of Education on the status of VR programs; and
- Coordinate with other disability-related state councils. While Minnesota has worked with a comparable advisory board since 1976 under state statute, the federally mandated SRAC has a strengthened role and increased responsibilities relative to its predecessor. Notably, SRAC is assigned a partnership with state agencies in developing their "State Plan for the State Vocational Rehabilitation Program." The state agency must consult with and receive the recommendations of SRAC; rejection of any recommendation must be justified in writing to the U.S. Department of Education - Rehabilitation Services Administration (RSA). Since federal funding is contingent upon approval of the State Plan, SRAC has substantial input into program direction.

RSA is establishing federal program performance indicators for the VR activity, and has developed indicators for the IL activity as required by the 1992 Amendments. The federal performance measures are being adopted and used when appropriate to reduce duplicative efforts.

**INDEPENDENT LIVING ACTIVITY:**

The VR Activity Drivers apply similarly to the IL Activity.

The 1992 Amendments created a separate Governor-appointed entity, the Statewide Independent Living Council (SILC). This mandated body has significant responsibility and authority to develop and monitor IL services

provided by this and any other federal, state, or private entity. SILC has responsibility for and authority to develop and submit, in conjunction with Rehabilitation Services (RS) and State Services for the Blind (SSB), the State Plan for IL services; the plan must include plans for developing a statewide network of Centers for Independent Living (CILs). The SILC chair's signature is required on the IL State Plan along with that of the assistant commissioners for RS and SSB. A state may be eligible to receive federal IL funding only with a State Plan signed by all three persons and approved by RSA; decisions of this separate entity can dramatically effect the state and center services.

To enable persons with severe disabilities to gain and maintain control of their lives, it is necessary to obtain information, support services, skills training, and other assistance available through CILs. As persons with disabilities become aware of these community-based services and communities become more aware of the need to make the community more accessible, the need and demand for center-based services will continue to increase.

Additional significance is placed on IL services due to the mandates of the Rehabilitation Act Amendments of 1992 and 1993 assuring consumer choice and control of the services they receive and tangible progress in involving and serving minority and underserved populations. Also, ADA and the Minnesota Human Rights Act require full access to public and private accommodations and services in which CILs are specifically trained to assist consumers and the community with compliance issues.

Unquestionably the most significant driver affecting the accomplishment of these goals and other mandated services and activities is the availability of funds and other resources.

#### **EXTENDED EMPLOYMENT ACTIVITY:**

The focus of EE services over the past two bienniums has been to increase the number of individuals with severe disabilities in supported employment. An additional focus during the upcoming biennium will be to increase the financial independence of individuals by increasing the number of hours worked, the wages earned, and the opportunities for participants to interact with non-disabled peers. Also, EE will increase the administrative efficiency of the program.

The EE Program rule had not been significantly revised or updated since 1987, and program stakeholders wanted RS to improve the administrative and programmatic effectiveness of EE in providing employment assistance to Minnesotans with severe disabilities who require ongoing support services to secure and retain employment.

In October, 1993, RS began the first of three improvement projects to redesign and re-engineer the EE Program. The Stage I Redesign Project focuses on achieving administrative efficiency in program management through a redesigned information system, non-controversial technical changes to the funding rule, and the implementation of program monitoring. Stage I is nearly complete; only program monitoring remains to be implemented. Establishing a monitoring plan has been limited by the lack of staff resources.

A second project, the Stage II Revision Project, conducted customer focus groups and convened a stakeholder task force to advise RS on substantive programmatic changes, including the promulgation of amendments to the funding rule through the controversial rules process. The rule change process is expected to be completed in 1997, with implementation scheduled for 1998.

The last project, Stage III Community Rehabilitation Program Plan, will address the integration of EE services

with branch-wide service delivery and planning.

In addition to stakeholder interest in EE Program change, the 1992 Amendments to the Rehabilitation Act restricted the use of federal funds that had been used to cover part of the cost of administering the program, creating a substantial fiscal problem which also necessitated change in program administration. Presently, a simplified system requiring less administration is in place. However, current resources limit the amount of monitoring which can be performed even with less data and management requirements.

Concurrent with the concerns about fiscal, programmatic, and rule issues noted above, increased demands for employment support services, absent corresponding increases in funding, have created chronic and severe capacity problems for CRPs who provide EE services. It is also anticipated that consumer and advocate expectations for more community employment and greater economic independence will be a continual pressure upon the EE Program.

Faced with these factors, EE will focus not only on increasing supported employment opportunities but also on promoting the financial independence of EE workers through increasing the number of hours individuals may work, their wage level, and their opportunities to interact with non-disabled peers.

**Agency** : ECONOMIC SECURITY DEPT  
**Program** : WORKFORCE REHABILITATION SVCS  
**BACT** : VOCATIONAL REHABILITATION

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$38,867	13.18%
From Federal Funds	\$32,126	
General	\$6,520	
From Gift Funds	\$221	
Number of FTE Staff:	389	21.01%

**GOAL :**

- To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers. (No Statutes Cited)

- Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.
- Objective 1** : The number of persons who become more self-sufficient as a direct result of Vocational Rehabilitation (VR) services will increase 2.5% annually as VR shifts its resources to serving persons with more severe disabilities.

**Measure 1** : Number of persons successfully employed by type of employment.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Competitive Labor Market</b>						
<b>Actual</b>		2,481	2,676	2,770		
<b>Self-Employed</b>						
<b>Actual</b>		68	63	81		
<b>Supported Employment</b>						
<b>Actual</b>		387	395	423		
<b>Long-Term Employment</b>						
<b>Actual</b>		332	375	489		
<b>Other Placements</b>						
<b>Actual</b>		14	11	11		
<b>Services to Maintain Employment</b>						
<b>Actual</b>		598	580	520		
<b>Increase in Placements</b>						
<b>Actual</b>		5.5%	11.9%	17.8%	17.8%	
<b>Target</b>						17.8%

**DEFINITION :**

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**RATIONALE :**

The objectives of improving self-sufficiency through employment, increasing satisfaction with services, and providing equitable and timely access to services provide a direct measurement of VR success in achieving this mission.

**DATA SOURCE :**

Data provided is derived from three sources: the program maintains a comprehensive data base on consumer demographics and services provided - numbers reported are based on the federal fiscal year (FFY); a biennial telephone survey of consumers is completed to measure satisfaction; and comparisons are made to the state's general population, based on the 1990 U.S. Population Census (data provided by the Minnesota State Planning Agency).

**DISCUSSION OF PAST PERFORMANCE :**

VR has achieved its objectives in 1995 and 1996 by maximizing its resources through internal restructuring and by identifying state funds that can be used as match for federal dollars. VR has now maximized available state match dollars and will have difficulty accessing new federal dollars hereafter. Performance will remain static in 1997 and beyond as inflation decreases VR's purchasing power.

Examples of this include:

Increasing the cultural diversity of the people VR serves: VR has been able to improve the representation of American Indians on caseloads by hiring American Indians to provide culturally sensitive services on the reservations in northeast and northwest Minnesota and in the Minneapolis American Indian community. VR has also been successful in obtaining small demonstration grants to pilot culturally sensitive services in the migrant worker and Hmong-American communities. These initiatives have been very successful, but further progress cannot be achieved without new resources. VR does not have the resources needed to replicate this model in the African-American community or to expand within the Asian-American and Hispanic communities.

Increasing services to traditionally underserved populations: During a two-year period (1994 and 1995), VR was able to achieve a 24% increase in the number of people with traumatic brain injury, serious mental illness, and deafness/hearing loss who received services by funding 17 demonstration grants to encourage the private sector to develop and implement innovative and effective services to support and complement VR services. Progress will remain static in 1997 and beyond because new resources are not available to expand this initiative.

The Department of Children, Family and Lifelong Learning is seeing an increase in the number of transition-age youth with specific learning disabilities (SLDs) and emotional-behavioral disorders/severe emotional disturbance (EBD/SED). Many of these youth are at risk of dropping out and/or entering the criminal justice system. VR does not currently have the human resources needed to provide the intense and focused vocational counseling services needed to have a significant impact with this population.

**PLAN TO ACHIEVE TARGETS :**

On October 1, 1993, VR implemented a federally mandated order of selection giving priority to persons with severe disabilities. It was anticipated that this would cause a decline in the number of people placed into employment because of the complexity of the vocational handicaps and barriers to employment that persons with severe disabilities face. To counteract this, 11 new counselor positions were added in 1993 and 1994 to allow more time per individual consumer for one-on-one vocational counseling and career planning, and to develop and implement a plan to assist the individual in achieving his or her personal goals for working in the community. In addition, VR has continued to redirect resources to placement coordinator positions to assist people in obtaining employment faster and to increase the number of contacts with employers representing fast-growing and higher-paying job classifications. VR currently has 27 placement coordinators located throughout the state.

In addition to doing direct job placement, the placement coordinators develop and coordinate Business Advisory Councils (BACs) representing employers in the local community, and provide leadership to local employers on their responsibilities under the Americans With Disabilities Act. The BACs provide leadership, management, and technical expertise to the operation of VR's placement services, and work with the local Workforce Center to establish a menu of services that complement but not duplicate the employment services provided by the Workforce Center and its partners. There are currently six BACs. Resources are not available to expand this much needed activity.

Each field office develops an annual Resource Investment Plan (RIP) indicating how it will invest its human and financial resources. Production goals are established for each office, and if goals are not met in a given year, the team must develop an action plan indicating how it will achieve the goal in the following year.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Many consumers with severe disabilities need long-term supports in order to maintain their employment in the community. The Extended Employment (EE) Activity is a primary provider of these supports. There is currently a substantial delay in obtaining the needed supports, and thus finalizing the job placement, because EE is operating over capacity and has waiting lists. This has especially hindered VR's ability to place people with traumatic brain injury and serious mental illness.

**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 1** : The number of persons who become more self-sufficient as a direct result of Vocational Rehabilitation (VR) services will increase 2.5% annually as VR shifts its resources to serving persons with more severe disabilities.

**Measure 2** : The number of people receiving vocational services that lead to employment will increase annually through 1998.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Vocational Counseling and Guidance to Plan Services</b>						
<b>Actual</b>				5,358		
<b>Rehabilitation Technology</b>						
<b>Actual</b>				973		
<b>Skill or Academic Training</b>						
<b>Actual</b>				2,973		
<b>Physical and Mental Restoration Services</b>						
<b>Actual</b>				267		
<b>Job Development, Placement, and Follow-Up Services</b>						
<b>Actual</b>				2,472		

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Increasing services to traditionally underserved populations: During a two-year period (1994 and 1995), VR was able to achieve a 24% increase in the number of people with traumatic brain injury, serious mental illness, and deafness/hearing loss who received services by funding 17 demonstration grants to encourage the private sector to develop and implement innovative and effective services to support and complement VR services. Progress will remain static in 1997 and beyond because new resources are not available to expand this initiative.

The Department of Children, Family and Lifelong Learning is seeing an increase in the number of transition-age youth with specific learning disabilities (SLDs) and emotional-behavioral disorders/severe emotional disturbance (EBD/SED). Many of these youth are at risk of dropping out and/or entering the criminal justice system. VR does not currently have the human resources needed to provide the intense and focused vocational counseling services needed to have a significant impact with this population.

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**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 2** : 75% of consumers will express a high level of satisfaction with the services provided by VR.

**Measure 1** : The number of consumers who feel their financial independence has improved as a result of services.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Financial Independence is: Better/Much Better</b>						
<b>Actual</b>			71.0%			
<b>Financial Independence is: No Change</b>						
<b>Actual</b>			21.8%			
<b>Financial Independence is: Worse/Much Worse</b>						
<b>Actual</b>			7.3%			

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**PLAN TO ACHIEVE TARGETS :**

It is presumed that if consumers have a high level of satisfaction with the quality and scope of services provided, then VR has provided a "user-friendly" system that promotes the ability of the consumer to achieve his or her goals for working in the community.

Historically, VR has measured consumer satisfaction in a variety of informal ways including consumer surveys, focus groups with consumers and advocates, and input from community service providers. In 1995, VR implemented a comprehensive objective system to measure consumer satisfaction. The results of this study are reported to provide a baseline measure. This study will be replicated biennially, with the next study to be completed in 1997.

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- Objective 2** : 75% of consumers will express a high level of satisfaction with the services provided by VR.
- Measure 2** : The number of consumers who are satisfied or very satisfied overall with VR services.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Overall Satisfaction: Satisfied/Very Satisfied</b>						
<b>Actual</b>			82.38%			
<b>Overall Satisfaction: Dissatisfied/Very Dissatisfied</b>						
<b>Actual</b>			17.62%			

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**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 3** : Consumers will have equitable and timely access to VR services.

**Measure 1** : 90% of eligibility decisions are completed within 60 days unless the consumer requests an extension (e.g., the consumer is hospitalized).

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Actual Performance</b>						
<b>Actual</b>	24.5%			87%		
<b>Target</b>					90%	90%

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The objectives of improving self-sufficiency through employment, increasing satisfaction with services, and providing equitable and timely access to services provide a direct measurement of VR success in achieving this mission.

**DATA SOURCE :**

Data provided is derived from three sources: the program maintains a comprehensive data base on consumer demographics and services provided - numbers reported are based on the federal fiscal year (FFY); a biennial telephone survey of consumers is completed to measure satisfaction; and comparisons are made to the state's general population, based on the 1990 U.S. Population Census (data provided by the Minnesota State Planning Agency).

**DISCUSSION OF PAST PERFORMANCE :**

VR has achieved its objectives in 1995 and 1996 by maximizing its resources through internal restructuring and by identifying state funds that can be used as match for federal dollars. VR has now maximized available state match dollars and will have difficulty accessing new federal dollars hereafter. Performance will remain static in 1997 and beyond as inflation decreases VR's purchasing power.

Examples of this include:

Increasing the cultural diversity of the people VR serves: VR has been able to improve the representation of American Indians on caseloads by hiring American Indians to provide culturally sensitive services on the reservations in northeast and northwest Minnesota and in the Minneapolis American Indian community. VR has also been successful in obtaining small demonstration grants to pilot culturally sensitive services in the migrant worker and Hmong-American communities. These initiatives have been very successful, but further progress cannot be achieved without new resources. VR does not have the resources needed to replicate this model in the African-American community or to expand within the Asian-American and Hispanic communities.

Increasing services to traditionally underserved populations: During a two-year period (1994 and 1995), VR was able to achieve a 24% increase in the number of people with traumatic brain injury, serious mental illness, and deafness/hearing loss who received services by funding 17 demonstration grants to encourage the private sector to develop and implement innovative and effective services to support and complement VR services. Progress will remain static in 1997 and beyond because new resources are not available to expand this initiative.

The Department of Children, Family and Lifelong Learning is seeing an increase in the number of transition-age youth with specific learning disabilities (SLDs) and emotional-behavioral disorders/severe emotional disturbance (EBD/SED). Many of these youth are at risk of dropping out and/or entering the criminal justice system. VR does not currently have the human resources needed to provide the intense and focused vocational counseling services needed to have a significant impact with this population.

**PLAN TO ACHIEVE TARGETS :**

In order to achieve VR's mission, all Minnesotans must have equitable and timely access to services regardless of race, country of origin, gender, disability status, and sexual orientation.

Consumers have frequently expressed concern about the length of time it takes to receive services after they complete an application. The program has added counselors so that initial interviews can be conducted sooner, and VR has initiated a variety of activities to expedite the process of obtaining medical and other pertinent records for eligibility decisions. Eligibility decisions are now made within 60 days of application unless a legitimate reason exists to extend the eligibility process, e.g., the person is not yet medically stable.

A review of VR performance indicates that American Indians, African-Americans, and people of Hispanic origin are less successful in the VR program. Several new initiatives are being developed to address this issue. A cultural diversity workgroup has been established to identify barriers that people from diverse cultures face in achieving success in VR's program, and to develop training or other corrective action to resolve the barriers. The agency is actively recruiting people from diverse cultures for professional positions within VR to improve the diversity of staff. VR is also working with Mankato State University to encourage it to recruit more people from diverse cultures into its graduate training program in rehabilitation counseling to diversify the pool of qualified job applicants.

VR has hired American Indian professional and paraprofessional staff to provide culturally appropriate services on the Indian Reservations located in northeast and northwest Minnesota and in the south Minneapolis American Indian community. As an alternative model, VR assisted the Red Lake Nation Indian Reservation in applying for federal funding in 1993 to establish a separate VR agency under its tribal right to self-determination. The grant was fully funded. VR is currently providing technical assistance and support to ensure that this innovative and culturally sensitive program is successful and becomes a model for other Indian Reservations should they decide to pursue self-determination.

In 1995, VR received a federal grant in partnership with Goodwill Industries/Easter Seal Society to develop language and culture-appropriate services for migrant workers with disabilities. Services are currently available in the Mankato/Owatonna/Madelia area and expanding to the Willmar and Marshall/Worthington areas. In 1997, VR will further expand to the Moorhead/East Grand Forks area. Expansion activities must be phased in as staff vacancies occur since VR does not currently have sufficient bilingual staff or the resources to add new positions.

In 1996, VR developed a partnership with the Hmong-Americans and assisted them in obtaining United Way funding to develop services for Hmong-Americans with disabilities. This project is currently being implemented in St. Paul. VR is seeking additional funding to expand to Minneapolis and to other Southeast Asian cultures within the Twin Cities.

VR will continue to seek opportunities to expand services to other minority populations by developing partnerships and seeking funding to develop culturally appropriate services. However, the ability to seek federal grant funding is very limited because a state match is usually required. All state dollars for the VR activity are committed as state match for the core program.

Through research and development activities, this program seeks to develop innovative strategies and programs in order to serve persons with the more complex and challenging disabilities. To accomplish this, the branch has

successfully applied for federal, state and private grant funds. Examples of current and recent federal grants include Supported Employment Systems Development, Supported Employment Services for Persons with Traumatic Brain Injury, School to Work Transition Services, Projects With Industry, Community Support Networks for Persons with Traumatic Brain Injury, Development of VR Services for Persons with HIV/AIDS, and Developing Culturally Appropriate Services for Urban American Indians. In order to develop increased capacity of services in local communities, the agency has awarded 16 grants to private non-profit agencies to assist VR in serving persons with serious mental illness, traumatic brain injury, or who are deaf/hard of hearing.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Many consumers with severe disabilities need long-term supports in order to maintain their employment in the community. The Extended Employment (EE) Activity is a primary provider of these supports. There is currently a substantial delay in obtaining the needed supports, and thus finalizing the job placement, because EE is operating over capacity and has waiting lists. This has especially hindered VR's ability to place people with traumatic brain injury and serious mental illness.

**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 3** : Consumers will have equitable and timely access to VR services.

**Measure 2** : Consumers feel VR provides timely services at least 80% of the time.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
Consumers Feel VR Services are Timely: Most/All of the Time						
Actual			77.3%			
Consumers Feel Services are Timely: Never/Some of the Time						
Actual			22.7%			

**DEFINITION :**

The mission of the VR Activity is to assist Minnesotans with disabilities to reach their goal of working in the community.

**RATIONALE :**

The objectives of improving self-sufficiency through employment, increasing satisfaction with services, and providing equitable and timely access to services provide a direct measurement of VR success in achieving this mission.

**DATA SOURCE :**

Data provided is derived from three sources: the program maintains a comprehensive data base on consumer demographics and services provided - numbers reported are based on the federal fiscal year (FFY); a biennial telephone survey of consumers is completed to measure satisfaction; and comparisons are made to the state's general population, based on the 1990 U.S. Population Census (data provided by the Minnesota State Planning Agency).

**DISCUSSION OF PAST PERFORMANCE :**

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**PLAN TO ACHIEVE TARGETS :**

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Consumers have frequently expressed concern about the length of time it takes to receive services after they complete an application. The program has added counselors so that initial interviews can be conducted sooner, and VR has initiated a variety of activities to expedite the process of obtaining medical and other pertinent records for eligibility decisions. Eligibility decisions are now made within 60 days of application unless a legitimate reason exists to extend the eligibility process, e.g., the person is not yet medically stable.

A review of VR performance indicates that American Indians, African-Americans, and people of Hispanic origin are less successful in the VR program. Several new initiatives are being developed to address this issue. A cultural diversity workgroup has been established to identify barriers that people from diverse cultures face in achieving success in VR's program, and to develop training or other corrective action to resolve the barriers. The agency is actively recruiting people from diverse cultures for professional positions within VR to improve the diversity of staff. VR is also working with Mankato State University to encourage it to recruit more people from diverse cultures into its graduate training program in rehabilitation counseling to diversify the pool of qualified job applicants.

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**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 3** : Consumers will have equitable and timely access to VR services.

**Measure 3** : The percent of consumers of color and Hispanic origin receiving services leading to employment reflects their representation in the general state population.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>African American: Percentage Receiving Services</b>						
<b>Actual</b>	3.9%	3.9%	5.9%	5.4%		
<b>Target</b>					5.0%	5.0%
<b>African American: Percentage of VR Placements</b>						
<b>Actual</b>			3.9%	4.1%		
<b>Target</b>					5.0%	5.0%
<b>African American: State Population Percentage</b>						
<b>Actual</b>	2.2%	2.2%	2.2%	2.2%		
<b>Target</b>					2.2%	2.2%
<b>American Indian: Percentage Receiving Services</b>						
<b>Actual</b>	2.5%	2.7%	3.1%	3.1%		
<b>Target</b>					3.1%	3.1%
<b>American Indian: Percentage of VR Placements</b>						
<b>Actual</b>			2.1%	2.3%		
<b>Target</b>					3.1%	3.1%
<b>American Indian: State Population Percentage</b>						
<b>Actual</b>	1.1%	1.1%	1.1%	1.1%		
<b>Target</b>					1.1%	1.1%
<b>Asian American: Percentage Receiving Services</b>						
<b>Actual</b>	1.2%	1.2%	1.3%	1.3%		
<b>Target</b>					1.8%	1.8%

**Asian American:  
Percentage Receiving  
Services**

Actual			1.3%	0.9%		
Target					1.8%	1.8%

**Asian American: State  
Population Percentage**

Actual	1.8%	1.8%	1.8%	1.8%		
Target					1.8%	1.8%

**Hispanic Origin:  
Percentage Receiving  
Services**

Actual	1.2%	1.2%	1.5%	1.5%		
Target					2.0%	2.0%

**Hispanic Origin:  
Percentage of VR  
Placements**

Actual			1.3%	1.4%		
Target					2.0%	2.0%

**Hispanic Origin: State  
Population Percentage**

Actual	1.2%	1.2%	1.2%	1.2%		
Target					1.2%	1.2%

**DEFINITION :**

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**RATIONALE :**

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**OTHER FACTORS AFFECTING PERFORMANCE :**

Many consumers with severe disabilities need long-term supports in order to maintain their employment in the community. The Extended Employment (EE) Activity is a primary provider of these supports. There is currently a substantial delay in obtaining the needed supports, and thus finalizing the job placement, because EE is operating over capacity and has waiting lists. This has especially hindered VR's ability to place people with traumatic brain injury and serious mental illness.

- Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increased wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.
- Objective 3** : Consumers will have equitable and timely access to VR services.
- Measure 4** : Number of persons receiving services who represent disability groups traditionally underserved by the program will increase by 22% by 1997; this increase will then be maintained.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number of Persons With Disabilities</b>						
<b>Actual</b>	7,219	8,252	9,491	6,477		
<b>Total Percentage Increase</b>						
<b>Actual</b>		12.5%	23.9%	-10.2%		
<b>Youth w/Specific Learning Disabilities, Etc.</b>						
<b>Actual</b>			2,298	2,174		
<b>Total Percentage Increase</b>						
<b>Actual</b>				-5.3%		

**DEFINITION :**

The mission of the VR Activity is to assist Minnesotans with disabilities to reach their goal of working in the community.

**RATIONALE :**

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**DATA SOURCE :**

Data provided is derived from three sources: the program maintains a comprehensive data base on consumer demographics and services provided - numbers reported are based on the federal fiscal year (FFY); a biennial telephone survey of consumers is completed to measure satisfaction; and comparisons are made to the state's general population, based on the 1990 U.S. Population Census (data provided by the Minnesota State Planning Agency).

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Agency : ECONOMIC SECURITY DEPT  
 Program : WORKFORCE REHABILITATION SVCS  
 BACT : INDEPENDENT LIVING

## EXPENDITURES AND STAFFING :

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$2,009	0.68%
From Federal Funds	\$931	
General	\$1,078	
Number of FTE Staff:	4	0.22%

## GOAL :

- To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers. (No Statutes Cited)

- Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.
- Objective 1** : Increase the ability of individuals with significant disabilities to live and function more independently.

**Measure 1** : Number of Independent Living goals achieved by consumers.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Self-Care</b>						
<b>Actual</b>	263	264	817*	850		
<b>Target</b>					884	
<b>Communication</b>						
<b>Actual</b>	33	35	239*	249		
<b>Target</b>					259	
<b>Mobility</b>						
<b>Actual</b>	57	54	86	89		
<b>Target</b>					93	
<b>Residential</b>						
<b>Actual</b>	158	159	322*	335		
<b>Target</b>					348	
<b>Educational</b>						
<b>Actual</b>	110	110	135	140		
<b>Target</b>					146	
<b>Vocational</b>						
<b>Actual</b>	97	98	210*	218		
<b>Target</b>					227	
<b>Other</b>						
<b>Actual</b>	559	548	709*	737		
<b>Target</b>					766	

\*Significant increase results from Rehabilitation Act Amendments

**DEFINITION :**

The measures represent various outcomes which allow individuals with severe disabilities to function more independently and increases their physical and/or mental ability to carry out the normal functions of life. These measures reflect the purposes for which the Independent Living (IL) Program was established as reflected in the Three-Year State Plan for the Independent Living Rehabilitation Services Program under the Rehabilitation Act of 1973, as amended. It provides services needed to assist individuals with severe disabilities to obtain services that have never been available before.

These measures are gathered continuously by Independent Living Centers and the IL Program staff. The data is collected and analyzed annually by IL Activity staff. The degree of increased independence and participation in the social and economic fabric of the community by persons with significant disabilities is the essential element these measures are designed to reflect.

**RATIONALE :**

The Minnesota Department of Economic Security, Rehabilitation Services Branch, Independent Living Activity is a direct consumer service program established, pursuant to federal regulations, by the Rehabilitation Act of 1973 as amended. It is established to provide needed services to persons with severe disabilities to assist them to live more independently or gain employment. The services provided and the program and policy initiatives are relevant to achieving state public policy as outlined in M.S. 268A and federal/congressional policy implemented by Public Law 93-112 as amended, specifically Title VII.

The purposes of the outcome measures are to:

1. Measure the impact of this program on persons with disabilities (number served);
2. Identify the number of persons who complete their plan of services; and
3. Assess the number and types of goals that were achieved by the transition service program.

**DATA SOURCE :**

This data is entered in the IL computer system by counselors/supervisors during the provision of services as the information becomes available.

**DISCUSSION OF PAST PERFORMANCE :**

In recent years, new services have been developed that enable persons with the more severe disabilities to benefit from services (e.g., supported employment, assistive technology) and new disability groups have emerged (e.g., traumatic brain injury, HIV illness, AIDS). Resources are needed to develop the services and technical expertise to serve new disability groups as they emerge and to fully implement these new services. Achievement of goals rely heavily on additional resources to address these changes and needs. Many lower-functioning and multiple-disabled deaf adults encounter personal crises because of their inability to manage day-to-day problems. These crises result in (a) the loss of or the inability to fully participate in society and to obtain employment and (b) the need for additional governmental services and benefits to intervene in and "fix" the crises.

These measures and other specific objectives outlined in the State Plan for Independent Living (SPIL) are monitored by the IL staff, the State Independent Living Council and the Centers for Independent Living (CILs).

Significant importance has been placed on independent living services due to the mandates of the Rehabilitation Act Amendments of 1992 which assure consumer choice and control of the services they receive. Tangible progress in involving and serving minority and underserved populations is mandated by these amendments but the effect of this law on consumer choice and control of services received is not yet known.

The Americans With Disabilities Act (ADA) of 1990 and the Minnesota Human Rights Act require full access to public and private accommodations and services in which CILs are specifically trained to assist consumers and the community in compliance with the requirements. Significant effort has gone into facilitating implementation of the ADA at CILs and the state agency has expended considerable resources to do so. The extent of the impact has yet to be known and will likely affect IL for years.

The Federal Rehabilitation Administration is in the process of establishing program performance indicators for independent living as required by the 1992 amendments to the Rehabilitation Act. Those performance measures, when finalized, may change the data collected and the current performance measures used in this report.

**PLAN TO ACHIEVE TARGETS :**

The IL Program is initiating several activities to improve the services people with disabilities receive. Some are reflected in the measures.

The IL Program and the Vocational Rehabilitation (VR) Program are assisting the newly created, Governor-appointed, Statewide Independent Living Council (SILC) with funding, technical assistance, and staff time. The SILC is mandated to increase collaboration and cooperation with the State Rehabilitation Advisory Council for the vocational rehabilitation programs of both the Rehabilitation Services and the State Services for the Blind and Visually Handicapped Branches as well as other councils and programs that affect IL. This partnership will result in better quality programs and attainment of goals and measures. The recently re-authorized Federal Technology Act requires its Council's coordination with the SILC. These mandates for increased communication, collaboration, and joint planning are expected to be included in other legislation as well. Less duplication, maximized service delivery, and improved planning for the future are expected.

The newly state-funded transition services to school-age youth activity is being administered collaboratively between the IL Program and the VR Activity. Services are delivered by CILs in concert with local schools and vocational rehabilitation counselors in accordance with the students' Individual Education Program. This new service delivery effort is expected to enhance the overall services students receive due to the increased level of involvement of several systems' resources and expertise. The impact of this new service delivery effort on any of the service components could be extensive.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Individual consumer choice, consumer health issues, and the availability of services in the consumer's community has a great impact on performance. In addition, new disabilities are emerging which have already impacted the focus and level of services.

It is anticipated that the population of persons with disabilities will increase due to the aging of the population and the emergence of diseases and disabling conditions whose incidence is increasing, such as AIDS and traumatic brain injuries. Also, as new medical technology is developed to increase the survival rates of persons with severe injuries and illnesses, more persons with severe disabilities will survive and need independent living services to gain or maintain their independence and/or to return to or enter employment.

Also beyond the agency's control are: funding available to CILs from state and non-state sources and program service priorities determined by the CILs.

**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 1** : Increase the ability of individuals with significant disabilities to live and function more independently.

**Measure 2** : Number of IL goals achieved by consumers through the VR Program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Self-Care</b>						
<b>Actual</b>		22	23	61*		
<b>Target</b>					63	66
<b>Communication</b>						
<b>Actual</b>	20	23	31	32		
<b>Target</b>					33	
<b>Mobility</b>						
<b>Actual</b>	86	85	88	92		
<b>Target</b>					96	
<b>Residential</b>						
<b>Actual</b>	46	43	48	50		
<b>Target</b>					52	
<b>Educational</b>						
<b>Actual</b>	16	19	8	8		
<b>Target</b>					9	
<b>Vocational</b>						
<b>Actual</b>	5	8	10	10		
<b>Target</b>					11	
<b>Other</b>						
<b>Actual</b>	5	8	28*	29		
<b>Target</b>					30	

\* Significant increase resulting from Rehabilitation Act amendments.

**DEFINITION :**

The measures represent various outcomes which allow individuals with severe disabilities to function more independently and increases their physical and/or mental ability to carry out the normal functions of life. These measures reflect the purposes for which the Independent Living (IL) Program was established as reflected in the Three-Year State Plan for the Independent Living Rehabilitation Services Program under the Rehabilitation Act of 1973, as amended. It provides services needed to assist individuals with severe disabilities to obtain services that have never been available before.

These measures are gathered continuously by Independent Living Centers and the IL Program staff. The data is collected and analyzed annually by IL Activity staff. The degree of increased independence and participation in the social and economic fabric of the community by persons with significant disabilities is the essential element these measures are designed to reflect.

**RATIONALE :**

The Minnesota Department of Economic Security, Rehabilitation Services Branch, Independent Living Activity is a direct consumer service program established, pursuant to federal regulations, by the Rehabilitation Act of 1973 as amended. It is established to provide needed services to persons with severe disabilities to assist them to live more independently or gain employment. The services provided and the program and policy initiatives are relevant to achieving state public policy as outlined in M.S. 268A and federal/congressional policy implemented by Public Law 93-112 as amended, specifically Title VII.

The purposes of the outcome measures are to:

1. Measure the impact of this program on persons with disabilities (number served);
2. Identify the number of persons who complete their plan of services; and
3. Assess the number and types of goals that were achieved by the transition service program.

**DATA SOURCE :**

This data is entered in the IL computer system by counselors/supervisors during the provision of services as the information becomes available.

**DISCUSSION OF PAST PERFORMANCE :**

In recent years, new services have been developed that enable persons with the more severe disabilities to benefit from services (e.g., supported employment, assistive technology) and new disability groups have emerged (e.g., traumatic brain injury, HIV illness, AIDS). Resources are needed to develop the services and technical expertise to serve new disability groups as they emerge and to fully implement these new services. Achievement of goals rely heavily on additional resources to address these changes and needs. Many lower-functioning and multiple-disabled deaf adults encounter personal crises because of their inability to manage day-to-day problems. These crises result in (a) the loss of or the inability to fully participate in society and to obtain employment and (b) the need for additional governmental services and benefits to intervene in and "fix" the crises.

These measures and other specific objectives outlined in the State Plan for Independent Living (SPIL) are monitored by the IL staff, the State Independent Living Council and the Centers for Independent Living (CILs).

Significant importance has been placed on independent living services due to the mandates of the Rehabilitation Act Amendments of 1992 which assure consumer choice and control of the services they receive. Tangible progress in involving and serving minority and underserved populations is mandated by these amendments but the effect of this law on consumer choice and control of services received is not yet known.

The Americans With Disabilities Act (ADA) of 1990 and the Minnesota Human Rights Act require full access to public and private accommodations and services in which CILs are specifically trained to assist consumers and the community in compliance with the requirements. Significant effort has gone into facilitating implementation of the ADA at CILs and the state agency has expended considerable resources to do so. The extent of the impact has yet to be known and will likely affect IL for years.

The Federal Rehabilitation Administration is in the process of establishing program performance indicators for independent living as required by the 1992 amendments to the Rehabilitation Act. Those performance measures, when finalized, may change the data collected and the current performance measures used in this report.

**PLAN TO ACHIEVE TARGETS :**

The IL Program is initiating several activities to improve the services people with disabilities receive. Some are reflected in the measures.

The IL Program and the Vocational Rehabilitation (VR) Program are assisting the newly created, Governor-appointed, Statewide Independent Living Council (SILC) with funding, technical assistance, and staff time. The SILC is mandated to increase collaboration and cooperation with the State Rehabilitation Advisory Council for the vocational rehabilitation programs of both the Rehabilitation Services and the State Services for the Blind and Visually Handicapped Branches as well as other councils and programs that affect IL. This partnership will result in better quality programs and attainment of goals and measures. The recently re-authorized Federal Technology Act requires its Council's coordination with the SILC. These mandates for increased communication, collaboration, and joint planning are expected to be included in other legislation as well. Less duplication, maximized service delivery, and improved planning for the future are expected.

The newly state-funded transition services to school-age youth activity is being administered collaboratively between the IL Program and the VR Activity. Services are delivered by CILs in concert with local schools and vocational rehabilitation counselors in accordance with the students' Individual Education Program. This new service delivery effort is expected to enhance the overall services students receive due to the increased level of involvement of several systems' resources and expertise. The impact of this new service delivery effort on any of the service components could be extensive.

**OTHER FACTORS AFFECTING PERFORMANCE :**

Individual consumer choice, consumer health issues, and the availability of services in the consumer's community has a great impact on performance. In addition, new disabilities are emerging which have already impacted the focus and level of services.

It is anticipated that the population of persons with disabilities will increase due to the aging of the population and the emergence of diseases and disabling conditions whose incidence is increasing, such as AIDS and traumatic brain injuries. Also, as new medical technology is developed to increase the survival rates of persons with severe injuries and illnesses, more persons with severe disabilities will survive and need independent living services to gain or maintain their independence and/or to return to or enter employment.

Also beyond the agency's control are: funding available to CILs from state and non-state sources and program service priorities determined by the CILs.

**Agency** : ECONOMIC SECURITY DEPT  
**Program** : WORKFORCE REHABILITATION SVCS  
**BACT** : EXTENDED EMPLOYMENT

**EXPENDITURES AND STAFFING :**

	<u>(\$ in Thousands)</u>	<u>Percent of Department</u>
Total Expenditure	\$10,634	3.61%
General	\$10,634	
Number of FTE Staff:	4	0.22%

**GOAL :**

- To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers. (No Statutes Cited)

**Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.

**Objective 1** : Increase the hours worked and the wages paid to individuals with severe disabilities and each individual's opportunity to interact with non-disabled peers.

**Measure 1** : Number of individuals with severe disabilities who worked due to receiving services funded by the Extended Employment (EE) Program.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number Employed EE</b>						
<b>Actual</b>	7,115	7,496	7,500	7,620		
<b>Target</b>					7,700	
<b>Number Employed SE</b>						
<b>Actual</b>	5,001	5,336	5,300	5,282		
<b>Target</b>					5,500	
<b>Number Employed In-House</b>						
<b>Actual</b>	4,561	4,804	4,850	5,070		
<b>Target</b>					4,950	

**DEFINITION :**

The number of persons receiving EE services is a direct count of the number of persons with severe disabilities who have received ongoing support services in supported or center-based employment during the fiscal year, to allow them to maintain employment.

The hourly wages earned by employees receiving EE services in supported or in-house employment is a measure of the economic impact of EE on the lives of these employees. It also is a direct outcome measure of the earnings of extended employees.

The hours per week worked by employees receiving EE services in supported or center-based employment also is a measure of the economic impact of EE services on individuals with severe disabilities employed in the program.

**RATIONALE :**

The EE Program, through contracts with Community Rehabilitation Programs (CRPs), provides training and other services to employees who are able to maintain employment only if they have ongoing services to assist them with employer/employee relations problem-solving and negotiation, money management, independent living skills, transportation, grooming and personal care skills, job-seeking skills, job and safety training, behavioral management, social skills training, and other skills training needed to maintain employment.

The "number of persons working" outcome measures the scope of this program and its impact on persons with severe disabilities who are unable to work without ongoing support and assistance.

The "economic impact" outcome measures are on the financial impact of the EE Program on the extended employment employees themselves.

**DATA SOURCE :**

Information is obtained from a network of private non-profit and governmental agencies contracting with the Rehabilitation Services Branch to provide EE services. This information is then entered into the EE data base and aggregated to measure the number of persons receiving services, the total hours employees worked (FTEs), the number of competitive placements, and the total wages earned by EE employees. The average hourly pay and average weekly hours worked are calculated from base data through normal statistical methods.

**DISCUSSION OF PAST PERFORMANCE :**

The average number of hours worked per week is not presently available from the EE information system. The current design of the information system collects data on a quarterly basis. Translating quarterly information to average hours of work is at best a statistical estimate and not a true representation of the average hours worked by employees in the program.

**PLAN TO ACHIEVE TARGETS :**

This focus will be achieved by:

- Establishing a funding structure which encourages CRPs to continue to voluntarily shift employees to supported employment;
- Revising Minnesota Rules 3300.1950 to 3300.3050, including the funding formula;
- Increasing the hours and wages of individuals in the system.

**OTHER FACTORS AFFECTING PERFORMANCE :**

The number of job placements is directly affected by the state and local economic climate and employment outlook as well as the cost to CRPs of providing support services with limited resources. The CRPs' ability to continue to improve the economic condition of individuals with severe disabilities is directly related to their ability to continue to receive adequate reimbursement for the cost of providing the needed support services. In the upcoming biennium, CRPs will continue to supplement EE funding with production income, and county and other funding. However, their ability to provide support to additional people who are not funded by state or county programs will continue to be limited due to economic conditions in both the private and public sectors. County funding is not expected to increase.

- Goal 1** : To provide efficient and improved outcomes that respond to consumer needs. Areas of emphasis include timely service, lower costs, greater production, increases wages for consumers, improved outcomes for unserved and underserved populations, greater potential for job advances for consumers, and improved job retention for consumers.
- Objective 1** : Increase the hours worked and the wages paid to individuals with severe disabilities and each individual's opportunity to interact with non-disabled peers.
- Measure 2** : The economic impact of EE services on the individual with severe disabilities.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Actual Average Hours Worked EE</b>						
<b>Actual</b>			17.6	18.2		
<b>Target</b>					20	21
<b>Actual Average Hours Worked SE</b>						
<b>Actual</b>			18	17.5		
<b>Target</b>					17.9	18.5
<b>Actual Average Hours Worked In-House</b>						
<b>Actual</b>			17.7	18.5		
<b>Target</b>					18.5	18.5
<b>Average Hourly Wages EE</b>						
<b>Actual</b>	\$2.76	\$2.83	\$3.05	\$3.00		
<b>Target</b>					\$3.20	\$3.30
<b>Average Hourly Wages SE</b>						
<b>Actual</b>	\$3.76	\$3.80	\$3.86	\$3.87		
<b>Target</b>					\$4.25	\$4.35
<b>Average Hourly Wages In-House</b>						
<b>Actual</b>	\$2.01	\$2.05	\$2.01	\$2.05		
<b>Target</b>					\$2.29	\$2.30

**ECONOMIC SECURITY DEPT**

**PLAN TO ACHIEVE TARGETS :**

State Services for the Blind (SSB) will be developing outcome criteria with partners (Community Rehabilitation Programs) emphasizing employment along with an aggressive program creating work experience opportunities for consumers. Continued interaction with various employer groups and expanded assistive technology services will contribute to the attainment of the SSB employment goals.

**Goal 2** : To increase the number of blind persons managing their own home or living independently (M.S. 248.07, subd.5).

**Objective 1** : The numbers of persons regaining their ability to manage their own home or living independently will increase to 1,200 per year by the year 2000.

**Measure 1** : The number of persons achieving home management or independent living outcomes per year.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number of Persons Achieving Home Mgmt. or Independent Living</b>						
<b>Actual</b>	866	1,086	1,162	974	e	e
<b>Target</b>					1,060	1,100

**DEFINITION :**

This outcome measure directly demonstrates the achievement of successful self-care and independent living outcomes for blind consumers, including persons classified as "homemaker" under the federal Rehabilitation Act. It reflects the accomplishment of self-care and independent living/homemaker goals following the provision of rehabilitation services.

**RATIONALE :**

Rehabilitation services which result in either independent living, homemaker, or self-care outcomes are driven by an Individualized Written Rehabilitation Program (IWRP) Program. The IWRP is a joint plan between the blind consumer and the counselor which describes the outcome in detail.

Persons achieving independent living, homemaker, and self-care outcomes are typically elderly. The average age of persons served in these program categories is over 70. The programs are designed to eliminate the need for more costly care and service options and thereby minimize the potential for additional public support. The lack of ability to prepare food, move about freely in the environment, manage medication, read a variety of important information, and other similar tasks may result in unnecessary placement in nursing homes or other restricted environments. SSB provides training and other services to mitigate such restrictive placement.

**DATA SOURCE :**

Information is obtained at the time of case closure from the blind consumer and from direct observation by the rehabilitation counselor. Data regarding federal programs is transmitted annually to the U.S. Department of Education in the RSA-911 report. SSB maintains comparable data on non-federal programs.

Potential lack of resources may have an adverse impact on these goals, given the increasing rate of growth in the older population not being matched by increases in resource availability.

**DISCUSSION OF PAST PERFORMANCE :**

SSB realized a large increase in the number of referrals due to the Ophthalmologist/Optomtrist Reporting Law of 1992 and the continued aging of the population. SSB has changed counselor caseloads in order to focus on working with this population. The decline in this outcome measure was due to temporary position vacancies caused by staff retirements and turnover.

**PLAN TO ACHIEVE TARGETS :**

An aggressive marketing campaign and development of "group" services delivery programs will increase program capacity. SSB continues to receive a major federal grant to provide services to older blind persons.

- Goal 3** : To increase the number of blind citizens who gain access to the printed word through alternative reading media (M.S. 248.07, subd. 5).
- Objective 1** : The number of persons provided transcribed materials will increase to 18,000 per year by the year 2000.
- Measure 1** : The number of persons provided transcribed materials.

	<u>F.Y.1993</u>	<u>F.Y.1994</u>	<u>F.Y.1995</u>	<u>F.Y.1996</u>	<u>F.Y.1997</u>	<u>F.Y.1998</u>
<b>Number of Persons Provided Transcribed Materials</b>						
Actual	15,769	14,264	15,284	15,741	e	e
Target					16,500	17,250

**DEFINITION :**

SSB responds to consumer needs for information. Those needs have been consistently increasing, pushed up by forces beyond control of SSB. Requests for materials vary from rather simple translation tasks to those which are extensive and complex. Recent changes in statute which promote broadened braille training in the schools as well as consumer pressures and implementation of the Americans with Disabilities Act are expected to increase requests for service.

**RATIONALE :**

The number of persons provided transcribed materials is the number of people determined eligible for and receiving Communication Center services. This includes persons receiving inkprint materials translated into braille, onto cassette tape, broadcast over the Radio Talking Book Network, or converted to an audio, digitalized format available by phone. Without alternative communication formats, blind persons cannot access the printed word.

**DATA SOURCE :**

Data is collected in a data base as the process of providing service occurs.

**DISCUSSION OF PAST PERFORMANCE :**

The recent development of local option newspaper projects in Fergus Falls, Duluth, St. Cloud, and Rochester resulted in an increase in consumers requesting Radio Talking Book services. Marketing in those communities and regions of the state provided more awareness of overall services, also affecting increases both in consumers and in requests to other areas of the Communication Center. New technology and software allowed the braille section to meet increased demands and enabled the Center to increase the numbers of recording volunteers who could produce materials through the use of open reel tape recorders provided to them in their homes.

**PLAN TO ACHIEVE TARGETS :**

The increase anticipated in consumers receiving materials will be achieved through a more aggressive marketing plan including mailings to senior centers, health professionals, service clubs, and other organizations. Increased training of new volunteers will continue to be a focus, with concentration on a wider variety of skill areas (e.g., law tape textbook transcribers and Nemeth or math brailists). Continual exploration of new technology and software will be instrumental in being able to meet increasing demands for the printed word.

## **GLOSSARY**

<b>EDWAA</b>	Economic Dislocation Worker Adjustment Assistance Act
<b>FSET</b>	Food Stamp Employment and Training
<b>JTPA</b>	Job Training Partnership Act
<b>OIC</b>	Occupational Industrialization Centers
<b>STRIDE</b>	Success Through Reaching Individual Development and Employment
<b>WOTC</b>	Work Opportunity Tax Credit