

2005

The American Dream Starts Here.



ANNUAL REPORT 2005

HIRED *by the Numbers*



CLIENTS

Clients served: **9,113**

Programs offered: **72**

Job placements: **4,282**

Internship and Work Experience positions for MFIP and youth program participants: **352**

Average hourly wage for youth program participants: **\$8.49 (range: \$7.38–\$9.59)**

Average hourly wage for dislocated worker program participants: **\$16.77 (range: \$10.00–\$36.06)**



CONTRACTS

Continuing, multi-year contracts in force at start of year: **54**

New contracts awarded: **12**

Expiring contracts renewed: **6**

Total program contracts in force at end of year: **72**



CORPORATE

2005 Support and Revenue: **\$11,288,657**

2005 Operating Expenses: **\$11,222,531**

Year-end result: **\$66,126 fund surplus**

Total staff: **155**

Offices and program locations: **9 program service offices, 6 partnership program sites**

HIRED PROGRAM SERVICE OFFICES

North Minneapolis WorkForce Center
Hennepin South WorkForce Center (Bloomington)
Hennepin North WorkForce Center
(Brooklyn Park)
Sabathani Community Center (Minneapolis)
Building Lives/YouthLEAD (St. Paul)
Griggs Midway Building (St. Paul)
Dakota County WorkForce Center (West St. Paul)
Cedar Business Center (East Bloomington)
Minnesota WorkForce Center (Woodbury)

PARTNERSHIP PROGRAM SITES

Abraham Lincoln High School for New Americans
(Minneapolis)
Broadway Community High School (Minneapolis)
Community Action Partnership for Suburban
Hennepin County (Hopkins)
Edison High School (Minneapolis)
Patrick Henry High School (Minneapolis)
Project Offstreets (Minneapolis)

A Message from the Executive Director

PULLING BACK THE CURTAIN ON THE AMERICAN DREAM

In the past few months we have seen America at its worst and at its best. Hurricane Katrina forced the nation to look at the people who make up the antiseptic statistics that are regularly reported, but so easily ignored. Suddenly the persistent 10% unemployment rate among African-American males had a face. The stark realities of Americans living on incomes below the federal poverty level took their place — however briefly — on our television screens. The substandard housing, the environmental problems, the underfunded public schools, and the inadequate transportation systems were too glaring to ignore. The news media rushed in to expose and analyze the problems, and the world looked at us with amazement that the richest and most powerful country in the world still has such shocking pockets of poverty and inequality.



In response to this national embarrassment we saw America at its best. Contributions of money and material goods flowed like floodwater across the levees. Volunteers took in homeless strangers, states vied to care for the tens of thousands of people displaced by the storm and its aftermath, and people across the country asked how they could help. Voluntary organizations were overrun with well-intentioned people wanting to reach out and do something. America was faced with a sudden, catastrophic problem, and we responded with compassion and generosity.

What, you ask, does this have to do with HIRED?

The truth is that for more than 35 years, HIRED has been serving on the front lines in the long-term effort to help people gain a foothold on the climb to the American Dream. Many of our clients are vulnerable to the same sorts of catastrophic losses that afflict Katrina's victims. We don't have hurricanes in Minnesota, but we do have inadequate public transportation, underfunded schools, a shortage of affordable, low-income housing and social service systems struggling under the weight of a crushing demand for services. Each of these has a direct effect on employment stability for many families. They are problems that reflect a now-chronic underinvestment in public infrastructure, the long-term consequences of which are increasing the burdens carried by the most vulnerable members of our society.

For more than 35 years, HIRED has been serving on the front lines...

HIRED's clients want to work. They want to provide for their families. They want their children to grow up in safe neighborhoods, to get good educations, and to be well-prepared to compete in the global economy of the 21st century. From the highly skilled professionals in our dislocated worker programs, to the teenage mothers in our school-based youth programs, HIRED provides the training, structure and support our clients need in order to seek and find employment. We talk about providing "personalized and innovative work solutions." What that means is that 155 HIRED staff people come to work each day sharing a mission: how can we help our clients over-

come whatever obstacles they face and find jobs that use their skills and experience? To answer this question we must understand the circumstances and needs of each client, as well as the dynamics of the local labor market, the needs of employers now and in the future, and the impact of the global economy on jobs in our communities. It is an immensely complicated task, and it is immensely rewarding each and every time a client finds a good job.

Our reputation as one of the Twin Cities' leading providers of employment services is based on the results we achieve. In fiscal year 2005, more than 4,300 HIRED clients succeeded in obtaining employment. Nearly 5,000 more people enrolled in a HIRED training program, career counseling or job skill development activity to

In fiscal year 2005, more than 4,300 HIRED clients succeeded in obtaining employment.

sharpen their skills or begin a new job search. Over the years we have developed effective and efficient program models to provide services

to large numbers of clients. But one of the keys to our effectiveness is our commitment to serving each client as an individual. This may seem simple, even simplistic, but by taking the time to understand each client as a person, we can more effectively tailor our services, and be more effective at helping each client find and hold a job. A dislocated information technology professional or a highly-skilled machinist may be just as anxious to find a new job as a youth or young adult, but they bring very different sets of skills to the table, and they need very different kinds of support. HIRED has the range of programs, the experienced staff, the relationships with employers, and the knowledge of the local employment market necessary to be effective for both types of people.

THE YEAR'S ACCOMPLISHMENTS

In the past few months we have begun to see more public policy attention focused on the workforce development issues with which we work. HIRED has been active in these conversations, with a number of senior staff taking leadership roles in informational presentations to federal, state, county and local officials. The Government Relations Committee has been especially active in promoting youth employment

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programs, voter registration, workforce development and faith-based initiatives that address a wide range of issues affecting HIRED's clients. I was proud to represent HIRED in a policy forum on civil society and workforce development sponsored by Campus Compact, and in a working session on regional

disparities sponsored by the Itasca Group. Both are thoughtful, non-partisan organizations with strong commitments to improving our civic infrastructure. I was also

fortunate to have the opportunity to represent HIRED at the national Working Ventures Practicum, “Charting the Course: Navigating New Directions in Workforce Development,” sponsored by Public/Private Ventures. In these and other forums, our long-term issues are emerging as urgent national concerns.

Programmatically we are doing a number of things to move this agenda forward. With the launch of the Employer Services Division (ESD), we are taking a dramatic step to deepen HIRED’s relationships with employers. The goal is to produce more and better job opportunities for our clients, and in the process, to cultivate long-term allies who understand the workforce shortage issues and who will join us in educating legislators and public officials about the critical importance of workforce development to regional economic vitality.

With the launch of the Employer Services Division, we are taking a dramatic step to deepen HIRED’s relationships with employers.

The Board of Directors has approved an update of our strategic plan for the years 2005–2008. This plan, which reflects broad staff participation, focuses on strengthening and expanding our core services; it also provides direction for the implementation of a new fee-for-service initiative. In both areas we have established specific strategies and tactics to diversify our revenue.

We continue to take deliberate steps to enhance our commitment to transparency and effective governance. In addition to our corporate financial audit — which demonstrated HIRED’s responsible management of millions of dollars of public and private funding — we have instituted a Management Discussion and Analysis letter providing a contextual overview of the economic, political and industry trends that affected our operations and financial outcomes for the year. Very few nonprofits provide this kind of analysis and information to the public, but it is a key to our helping frame the issues that affect our work and our clients.

THE CHALLENGES AHEAD

In the coming year we will continue to work in three broad areas: client services, employer services and public advocacy.

Our mission remains unwavering: to provide our clients innovative, personalized programs to help them improve their job skills and find and hold employment. We will continue to develop the integrated services model that is showing such promise in Washington County.

Our mission remains unwavering...

We will continue to seek partnerships and collaborative programs that provide the training and skill development to help our clients meet employers’ evolving needs.

We have high hopes for our new Employer Services Division. It is clear that long-term, sustainable progress in expanding employment requires closer collaboration with

Our Employer Services team will work to develop custom programs to help employers attract a strong, well-prepared workforce...

employers. We need to ensure that our clients are adequately prepared to meet constantly changing job requirements. To do that our Employer

Services team will work to develop custom programs to help employers attract a strong, well-prepared workforce, including recruiting, training and retention services. We will also continue to offer transition services and outplacement career development for the employees of companies experiencing reductions in force.

And, finally, we will continue to engage in public policy forums, task forces and working groups to help raise awareness of workforce development issues among governmental and philanthropic sector leaders. HIRED has a deep pool of knowl-

It is both our opportunity and our obligation to ... continue to work toward stronger, more stable communities.

edgeable, talented professionals who can bring a powerful combination of expertise and commitment to public policy discussions. It is both our opportunity and our obligation to use these skills to make our clients' needs and concerns more visible to

policy makers and other societal decision makers, and to continue to work toward stronger, more stable communities.



Let me close with a few words of thanks for the accomplishments of the past year. To the HIRED staff and Board of Directors, thank you for your unswerving dedication to fulfilling our mission. To our program partners throughout the metro area, thank you for helping us strengthen our services and do our work in locations close to our shared clients. To our donors and supporters, thank you for your contributions and resources. Together we have helped thousands of people find employment and take a step toward realizing the American Dream.

Jane Samargia

Jane Samargia
Executive Director

Program Profiles

In fiscal year 2005, HIRED offered 72 programs across a four-county area. With services organized to meet the needs of specific populations, HIRED has become one of the Twin Cities' most trusted and effective workforce development organizations.

DISLOCATED WORKER SERVICES

The HIRED dislocated worker program is designed to help individuals experiencing a layoff with reemployment and retraining assistance. With funding from the state dislocated worker fund and the federal Workforce Investment Act program, HIRED has assisted workers with varied skill levels from many industries, including manufacturing, information technology, financial services, printing, telecommunications and travel.



Lynette Carlson had been employed at SUPERVALU for more than 19 years when she learned that her job as a customer service representative in the IT department was being eliminated. The instability and uncertainty associated with unemployment was frightening enough, but what she feared most was that her skills would be too job-specific and she wouldn't find a position that challenged her.

Diane Henderson, a counselor in HIRED's Brooklyn Park office, focused on Lynette's customer service experience and her "very strong organizational skills and an unabashed willingness to try new things." Diane recommended two computer skills courses to round out Lynette's IT background, and a class on being a leader and supervisor which, Lynette is quick to point out, has helped her develop more confidence as a manager. A temporary project at Laneco, a small janitorial service company in Brooklyn Park, was enough to show the project supervisor what Lynette could do. She was eventually offered a full-time position as the company's Operations Manager.

Since leaving HIRED's dislocated worker program, Lynette has taken the initiative to enroll in Spanish language courses to improve her ability to communicate with some of the employees. In addition to continuing her language courses, Lynette is currently looking into taking small business courses.

Lynette said, "When you lose your job in mid-career, you never dream this kind of opportunity will be available. HIRED has helped me challenge myself in new ways that are very rewarding. I have a lot of responsibility here at Laneco, and I really enjoy having the opportunity to work within many facets of the company."



Sam Sharp had his first experience with HIRED nearly a decade ago when his division of Proctor & Gamble was transferred out of the country. In search of a new career, Sam enrolled in HIRED's dislocated worker program. An IT professional, Sam



Lynette Carlson



Sam Sharp

landed a new job with PUR Water Purification Systems. Eight years later, PUR filed for bankruptcy and Sam found himself out of a job and re-establishing his connections with HIRED. Job counselor Steve Johnson recommended a Microsoft certification course to complement Sam's work experience, and together they developed a job search strategy.

"Both of my experiences with HIRED were very positive," said Sam. "The counselors kept me motivated and helped stretch my thinking about how to use my skills and experience."

Now employed as Anoka County's first Information Systems Security Administrator, Sam is professionally challenged and feeling a lot more confident and stable in his career.

YOUTH PROGRAM

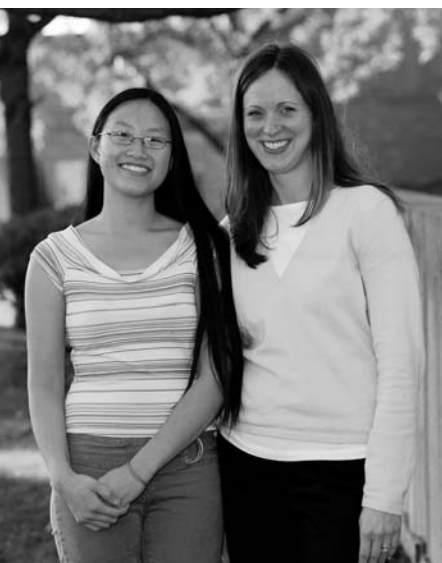
The Minneapolis Teen Parenting Program at Broadway High School in Minneapolis is one of HIRED's several neighborhood-based programs for youth. The Broadway program is a collaboration between HIRED and the Minneapolis Public Schools, and offers a high school completion program, a GED curriculum, parenting classes, on-site childcare and a culinary training course designed to prepare students for entry-level jobs in the food service industry. The culinary training takes place off-site at the River of Life Church



Gao Xiong was still a year away from receiving her high school diploma when she became pregnant. Soon after quitting school to care for her newborn, Gao realized she'd made a mistake. "I knew that I wouldn't be able to succeed without a good education, even if it would be hard to do with a child. It is very important to me to have a career and take care of my family," she said.

"Broadway offers teens opportunities they won't find at other schools. The program staff helps us focus on developing the skills necessary to provide for a family, plus our GEDs and career counseling to help us find good jobs."

Working with HIRED's Becky Koltes, Gao found a job in the produce department at Rainbow Foods. She took advantage of Minnesota's Postsecondary Enrollment Options program to begin taking college classes, and is now enrolled at Minneapolis Community and Technical College, studying child development. She plans to become a kindergarten teacher.



Gao Xiong & Becky Koltes

In addition to being a young mother of two, Ashley Johnson has already gained valuable career skills as an intern and entrepreneur through the Broadway culinary training course. Each week, she and a team of fellow students put their skills to work in internships preparing and serving lunches to seniors in a variety of Twin Cities

churches. The student chefs prepare weekly lunches for other students at Broadway and, as if their schedules weren't full enough, they provide catering services to local businesses and organizations on the weekends.

In taking advantage of the range of opportunities to gain practical work experience, Ashley said that students know that “we are very lucky to have this program in place. It is a great opportunity for us to learn the skills necessary to create healthy meals for our families as well as turn those skills into employment opportunities.”

Ashley, who has been working with HIRED youth counselor Becky Koltjes, is currently looking for a regular job. Becky has helped her create a resume highlighting her Broadway experience, and identify employers in the food service industry, as well as in other fields.

MINNESOTA FAMILY INVESTMENT PROGRAM

HIRED is one of the largest providers of Minnesota Family Investment Program (MFIP) services in the Twin Cities. Through MFIP, the state's welfare-to-work program, HIRED helps public assistance recipients develop job search skills and strategies to find to employment and begin supporting themselves and their families. HIRED also provides specialized programs designed to meet the specific needs of long-term welfare recipients, people with little or no work experience, and refugees and immigrants with limited English-language skills.



Rosalee Burke, her husband Jeremy and their toddler moved to Minneapolis from northern Minnesota in April 2004. Up north, Rosalee had on-again, off-again jobs in a casino, but she wanted a more stable life and the opportunities the city offered. It wasn't an easy transition. Work was hard to find; the family moved in and out of several apartments and shelters. In the midst of it all, Rosalee learned she was pregnant with a second child. Her MFIP case worker provided a referral to HIRED in March 2005 to help Rosalee develop more effective job search skills.

“At the orientation they [employment counselors Josie Brinda and Mang Vang] helped me work on my resume and practice my interviewing skills,” says Rosalee. “I went on lots of interviews, but didn't get the jobs. I kept trying and found a job with Bachman's. It's a seasonal job, so I have to keep looking for something permanent.”

According to Josie Brinda, “Rosalee is an exceptionally upbeat person, but she's very, very shy. One of the things we work on when we meet is helping her find ways to be comfortable with projecting a more outgoing personality. In an interview setting, where she has only a few minutes to make an impression, she is at a disadvantage. She has so much to offer, but you don't see that right away.”

The depth of HIRED's commitment to its clients is working: “The staff at HIRED is really friendly and very supportive. Sometimes it is discouraging to go on so many



Ashley Johnson



Rosalee Burke

interviews, but Josie is always helping me,” said Rosalee. She is still working hard to balance her current job, family, and the search for a more permanent job, but with her great attitude and HIRED’s support, she knows she’ll make it.

ADULT SERVICES

HIRED’s professional employment counselors provide low-income adults looking for work or trying to advance to better jobs the career counseling, labor market information, training assistance and job search skills they need.



For many years, Steven Clark owned and operated his own tiling business. He was good at the work, and an extensive client list provided steady employment. That changed with a criminal conviction.

Steven was referred to HIRED after being released from prison in early 2005. Working with his HIRED counselor, Larry Anderson, Steven decided that although he wasn’t opposed to reentering the tiling industry, he wanted to explore career options that would match his new perspective on life. Unfortunately, Steven soon found that many careers are not options for ex-offenders. Steven said, “In a sense, I felt black-listed, but I wasn’t about to let it get me down.”

After reaching a number of dead-ends, Steven decided to return to tiling. Through a network of connections from his prior business, he was able to find a company that would give him a job if he could provide his own tools and transportation. “And that’s where HIRED really stepped in and got me off to a running start,” said Steven. “Larry was able to use program funds to help me start up, get the correct tools and get my vehicle in working order.”

Employer Profiles

BACHMAN'S

From its roots in Henry Bachman, Sr.'s vegetable plot in south Minneapolis 120 years ago, to the fleet of distinctive purple trucks that deliver flowers, plants and gifts today, Bachman's has grown to be one of the largest traditional floral and nursery operations in the world. The family-owned company still proudly occupies the Lyndale Avenue site of Henry Bachman's original garden.

One key to the company's success has been its twin commitments to community involvement and to creating a team-oriented workplace that values employees. Bachman's places a strong emphasis on developing a "community of respect" among employees. According to Julie Kingsley, employment manager in the corporate human resources office, "Bachman's seeks a wide range of employees with different perspectives, attitudes, beliefs and backgrounds. We see diversity as a fundamental way to strengthen the talents of our entire team."

With many applicants for every open job, competition for Bachman's positions is high. "HIRED does a great job preparing its clients for interviewing and helping them develop good work habits and attitudes," says Kingsley. "The employees we have recruited through HIRED have come to work ready to become part of our team."

HIRED client Rosalee Burke (profiled on page 7) works as a customer service team member. "Rosie is a great fit for us," says Rollie Paquette, night operations manager at Bachman's flagship Lyndale Avenue store. "Although she started in a seasonal position, her dependability, hard work and great attitude have helped her continue across several seasons. We have had very good experiences with the reliability and work habits of the people referred to us by HIRED."

Bachman's has also offered HIRED's clients a supportive work environment in which to grow as people and as employees. Paquette observed that Bachman's regular seasonal employment needs provide dual benefits: "Over the course of a year we hire as many as 100 seasonal workers at this store. HIRED has helped us by referring many of their clients. While we benefit from their work here, we also hope that as Bachman's team members they gain skills that will help them bridge into regular jobs, either with us or with another employer."



Mark Sauerbrey

XCEL ENERGY

It is completely fitting that Mark Sauerbrey works for an energy company. He has an upbeat, infectious energy that gets people excited. As a workforce planning and recruitment consultant, Sauerbrey helps Xcel Energy identify and recruit suitable candidates to fill 500–600 open positions each year.

“I really enjoy talking to people about their work histories and career aspirations. Getting involved with HIRED has been exciting for me personally, but it’s also been valuable to my company. HIRED has been a great source of referrals and resumes. As proud as I am to be contributing my time to a great organization, I have also gotten back very useful contacts.”

Mark represents Xcel Energy as a member of HIRED’s Employer Advisory Board (EAB), a group of corporate recruiters and human resource directors who help ensure that HIRED’s policies and programs align closely with the realities of the employment marketplace. “On the EAB we try to bring the employer’s perspective into HIRED. We want to be sure that the programs HIRED offers its clients are as appropriate and effective as they can be.”

Sauerbrey is also an active presenter at HIRED’s Transitions Seminars. These seminars focus on helping dislocated workers and other people who have lost jobs develop job-seeking skills. Sauerbrey finds this group particularly important: “Dislocated workers often haven’t had to look for a job for 10 or 20 years. In my ‘Strategic Interviewing Techniques’ workshop I try to demystify the interview process. I also use these seminars to recruit for Xcel Energy.”

The employment environment is intensely competitive. Xcel Energy typically receives 10–30 well-qualified applications for every opening, plus a flood of resumes from people less qualified. Even with this level of interest, Xcel Energy is committed to an active employment outreach program into a wide variety of communities and constituencies to expand the diversity and skills of its applicant pool. “One of the reasons I have done a lot of informational interviewing with HIRED clients is that they often need help in this area. People with good experience and solid skills also have to be ready to nail all of the interview questions,” says Sauerbrey. “This is an area in which HIRED provides incredibly helpful services to its clients.”

As an energy company, Xcel Energy warms the hearths and lights the homes of millions of customers every day. As a corporate citizen, Xcel Energy is also committed to using its resources and skills to benefit the communities it serves. Mark Sauerbrey’s involvement with HIRED has helped many people focus their resumes, polish their interviewing skills and gain confidence in their job searches. His encouragement of HIRED’s clients has been a tremendous contribution.

Supporters

JULY 1, 2004–JUNE 30, 2005

PARTNERS (OVER \$25,000)

Graco Foundation
Manufacturing Institute/Center for
Workforce Success
The McKnight Foundation

INVESTORS (\$5,000–\$24,999)

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Albert W. Cherne Foundation
Ecolab Foundation
General Mills Foundation
MAXIMUS Foundation
RBC Dain Rauscher Foundation
Trudy Rautio
SUPERVALU Foundation
Star Tribune Foundation
WCA Foundation
Xcel Energy Foundation

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Christina McCoy
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Minnesota Twins
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ADDITIONAL SUPPORT WAS PROVIDED TO HIRED CLIENTS BY THE ST. PAUL FOUNDATION COMMUNITY SHARING FUND.

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Anoka County
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Community Action Partnership of Suburban Hennepin
Hennepin County
Minneapolis Public Schools
State of Minnesota Department of Corrections

State of Minnesota Department of Employment and
Economic Development
State of Minnesota Department of Human Services
Tree Trust
Washington County
Workforce Solutions, a Department of Ramsey County

Financial Statements

STATEMENTS OF ACTIVITIES *(for the years ended June 30)*

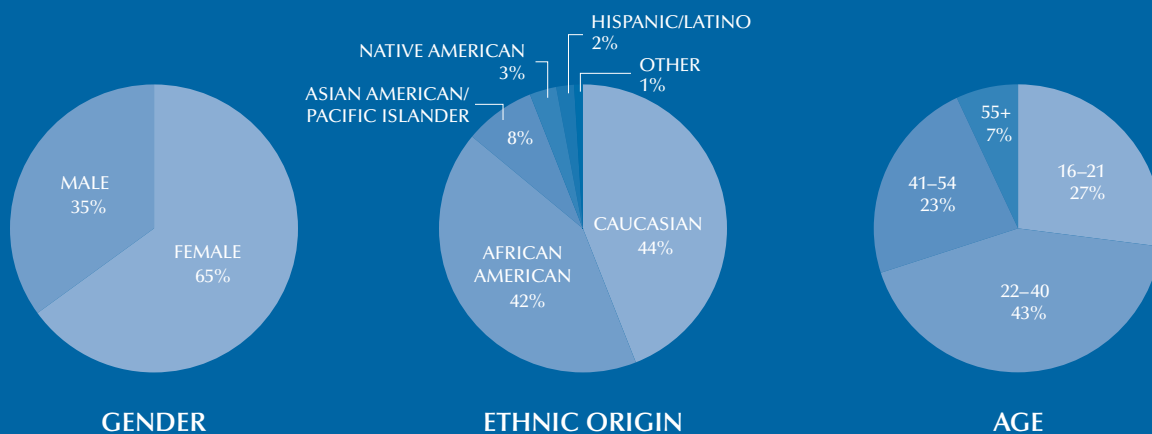
	2005	2004
SUPPORT AND REVENUE		
Government Grants	\$ 10,941,274	\$ 10,639,630
Contributions	325,307	309,302
Program service fees	0	6,600
Other	22,076	14,264
Total support and revenue	\$ 11,288,657	\$ 10,969,796
EXPENSES		
Program services — employment services and training	\$ 9,688,801	\$ 9,511,488
Supporting services:		
Management and general	1,493,140	1,394,304
Fund-raising	40,590	35,685
Total expenses	\$ 11,222,531	\$ 10,941,477
Change in net assets	66,126	28,319
Net assets at beginning of year	915,346	887,027
Net assets at end of year	\$ 981,472	\$ 915,346

STATEMENTS OF FINANCIAL POSITION *(as of June 30)*

	2005	2004
ASSETS		
Current Assets		
Cash	\$ 1,334,713	\$ 902,238
Contracts receivable, billed	1,055,308	935,674
Contracts receivable, unbilled	203,222	151,664
Other receivables	7,029	38,142
Prepaid expenses	203,586	213,140
Total current assets	\$ 2,803,858	\$ 2,240,858
Property and equipment		
Office equipment and leasehold improvements	\$ 1,098,803	\$ 1,077,379
Less accumulated depreciation and amortization	(947,525)	(835,002)
Total property and equipment	\$ 151,278	\$ 242,377
Total assets	\$ 2,955,136	\$ 2,483,235
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable	\$ 370,591	\$ 189,304
Accrued payroll and related taxes	594,573	500,149
Deferred revenue	1,008,500	878,436
Total current liabilities	\$ 1,973,664	\$ 1,567,889
Net assets		
Unrestricted	\$ 808,609	\$ 765,553
Temporarily restricted	172,863	149,793
Total net assets	\$ 981,472	\$ 915,346
Total liabilities and net assets	\$ 2,955,136	2,483,235

Service Statistics

CLIENTS SERVED	2005	2004
MFIP Programs	3,838	3,190
Youth Programs	1,588	1,206
Dislocated Worker Programs	3,345	4,634
Adult Programs	342	420
All Programs	9,113	9,450
Public Assistance Recipients	51%	40%



The HIRED Way

Results-oriented. HIRED programs consistently deliver exceptional performance. With an established track record of achievement, HIRED is regularly selected by city, county or state officials to operate complex new programs.

Community-based. HIRED provides employment services where they are needed. We have nine community-based offices in the metro area and have staff on-site at six school or community sites.

Collaborative. HIRED collaborates with a wide variety of employment service providers, human service agencies, public schools and correctional facilities to reduce service duplication and improve program effectiveness for our clients. HIRED is a partner of the Minnesota WorkForce Center System.

Responsive. HIRED's staff is knowledgeable about the needs of employers and people looking for work. Our flexibility and expertise enable us to quickly respond to emerging needs by developing new service models and offering services in new locations.

Employer Advisory Board

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Tamzen Cohen

Beverly Health Care

Sue Hanson

SUPERVALU

Mary Ellen Henry

Globe Aviation Services

Deb Juillerat

TQ3Navigant

Sara Lebens

Hyatt Regency Minneapolis

Philomena Morrissey Satre

Wells Fargo Bank

Beth Peterson

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