



Regional and Local Plans

Minnesota's Workforce Development System under WIOA

Program Years 2016 & 2017

Submitted by

RWDA:

Regional Workforce Development Area 3

LWDA:

**Stearns-Benton Employment & Training Council,
LWDA 17**

Department of Employment and Economic Development

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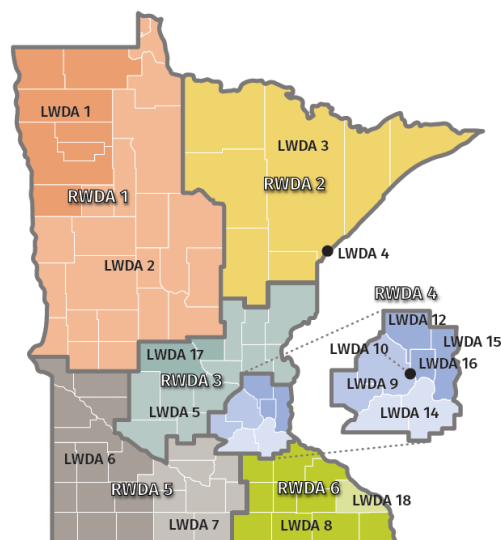
INTRODUCTION

The purposes of the WIOA are the following:

- (1) To increase, for individuals in the United States, particularly those individuals with barriers to employment, access to and opportunities for the employment, education, training and support services they need to succeed in the labor market.
- (2) To support the alignment of workforce investment, education and economic development systems in support of a comprehensive, accessible and high-quality workforce development system in the United States.
- (3) To improve the quality and labor market relevance of workforce investment, education and economic development efforts to provide America's workers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages and to provide America's employers with the skilled workers the employers need to succeed in a global economy.
- (4) To promote improvement in the structure of and delivery of services through the United States workforce development system to better address the employment and skill needs of workers, jobseekers and employers.
- (5) To increase the prosperity of workers and employers in the United States, the economic growth of communities, regions and states and the global competitiveness of the United States.
- (6) For purposes of subtitle A and B of title I, to provide workforce investment activities, through statewide and local workforce development systems, that increase the employment, retention and earnings of participants, and increase attainment of recognized post-secondary credentials by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers and enhance the productivity and competitiveness of the Nation.

Workforce Development Areas

Minnesota has designated six Regional Workforce Development Areas (RWDAs) in the state that represent a combination of Local Areas, as defined in WIOA, and Economic Development Regions, as defined in other federal law. These Workforce Development Areas have been approved and adopted by the Governor and the chief local elected officials of the Local Areas.



Each Regional Workforce Development Area is responsible for submitting a Regional Plan, inclusive of the Local Plans of the Local Workforce Development Areas. The Regional and Local Plans will align with the strategic vision set by the Governor, address the regional needs of the workforce and business communities and comply with the planning requirements as determined by the State of Minnesota's Department of Employment and Economic Development and the U.S. Department of Labor and applicable federal and state statutes.

Minnesota's Vision for the Workforce Development System

Vision Statement:

A healthy economy, where all Minnesotans have or are on a path to meaningful employment and a family sustaining wage, and all employers are able to fill jobs in demand.

This vision statement was developed through Minnesota's participation in the National Governor's Association's Policy Academy on Career Pathway Models. Minnesota's effort engaged seven state agencies and has influenced workforce development thinking at the system level. It is fitting to continue to move forward with pursuing the implementation of WIOA under this inclusive effort.

Mission:

The creation of a Career Pathway System that aligns local, state and federal resources, policies and services to meet the workforce needs of business and industry and improves access to employment, education and training services for Minnesota's current and future workforce.

Rationale:

The economic conditions of the 21st century require a more responsive approach to meeting the needs of business and industry; and the growing diversity of the workforce population. As economies become more global, competition will continue to increase and pressures on the inputs of production, specifically the timing, availability and skill base of the workforce. Rediscovering the value proposition of the Workforce Development System is critical to responding to the 21st century economy.

A Career Pathway System approach will position the needs of a skilled workforce at the center of the system, recognizing the important role of a "dual customer" approach – businesses and workers. Businesses will lead sector strategies that address the most critical growth needs in occupations that support family sustaining wages. The diverse needs of workers will impact the design and delivery of employment and training programs and services to fulfill these employment needs and their career goals.

SECTION A: REGIONAL PLAN

Regional Leadership Approach

1. Describe the selection process for the membership who will provide the leadership to oversee the development and coordination of the regional plan.

- Stearns-Benton Employment & Training Council (SBETC) and Central Minnesota Jobs & Training Services, Inc. (CMJTS) chief elected officials and workforce development boards elected to create the **Region 3 Leadership & Planning Board (R3LPB)** to represent Minnesota’s Workforce Development Region 3 and its 13-county planning region (Local Workforce Development Areas – LWDA 5 and 17).
- The following R3LPB members were selected and approved by each local board to lead in the regional initiatives outlined in the Workforce Innovations and Opportunity Act of 2014 (WIOA), as follows:

Voting members (10)

CMJTS Joint Powers Board (JPB) chair and vice chair
CMJTS Workforce Development Board (WDB) chair and vice chair
CMJTS chief executive
SBETC Joint Powers Board (JPB) Chair and Vice Chair
SBETC Workforce Development Board (WDB) Chair and Vice Chair
SBETC Executive Director

Non-voting members (2)

CMJTS Workforce Development Division manager
SBETC’s program manager
(Note) CMJTS and SBETC’s executive assistants will prepare minutes/agendas

Key Stakeholders (listed in Section 2) will be invited to attend the R3LPB and its events to share data, strengths-weaknesses-opportunities-threats (SWOT) analysis, economic development information, and other relevant data, to collectively make sound decisions for the 13-county region.

- SBETC and CMJTS workforce board members elected to keep the R3LPB membership small to ensure participation, commitment, collaboration, and success of a regional leadership-partnership approach.
- A chair and vice chair will be elected for the R3LPB, one officer from each LWDA. The chair and vice chair will serve for one year from July 1 to June 30 of the following program year. Officers will be elected in June of each year.
- The LWDA directors and non-voting members will not serve as chair or vice chair. Only officers of the local boards and local elected officials will be allowed to serve as the chair or vice chair.

2. Describe how the selected organizations from the region will provide oversight to development and implementation of the regional plan. Complete Attachment A: Regional Oversight Committee.

The Region 3 Leadership & Planning Board (R3LPB) will serve as the Regional Oversight Committee outlined in **Attachment A**. The R3LPB will provide oversight in the development and implementation of all regional planning requirements and outcomes through the following processes:

- R3LPB will meet monthly for the first six months in order to develop a Regional Plan. This regional planning document will serve as the foundation of a two-year “plan-to-plan” document with the vision of bringing **key stakeholders** to the table to collaborate and improve workforce development, education, and economic development services for its communities in the 13-county region. Data gathered from key stakeholders will be included in the revision of the Regional Plan in Year 2018.
- After the plan is completed and approved by the R3LPB and local workforce boards 5 and 17, the Regional Plan will be posted on compulsory websites for a 30-day public comment period and submitted to the Governor of Minnesota, the Governor’s Workforce Development Board (GWDB), and DEED for final approval.
- After the initial six-month period, the R3LPB will continue to meet quarterly, or as needed, to ensure progress toward the goals and strategies outlined in question 5 of this document.
- CMJTS chief executive, SBETC executive director, CMJTS Workforce Development Division (WDD) manager, and the SBETC program manager will meet monthly, in-between the R3LPB scheduled meetings to develop agendas, invite **key stakeholders** to the table—as directed by the R3LPB—to gather data and carrying out the directives of the regional board.
- The R3LPB will review the conditions of the regional economy and select sector strategies after careful review and consideration of labor market data provided by DEED’s regional analyst, in collaboration with key stakeholders.
- Strategic approaches will be determined by collaborating with **key stakeholders** at R3LPB, SBETC, and CMJTS board stakeholder events outlined in question 3 of this report.

3. Describe how the approach used will ensure that partner engagement includes diverse representation, specifically among populations experiencing barriers to employment.

- Several R3LPB events are scheduled in Planning Region 3 to engage and address issues and concerns of populations experiencing barriers to employment, they include:
 - i. March 30, 2016, Hiring Immigrant Workforce 101: A panel of employers experienced in hiring the immigrant population, connect with community resources. This opportunity was developed to learn about best practices, provide a safe space to share and openly discuss with others the successes and difficulties hiring and retaining this important population.

- ii. April 27, 2016, Job Seeker Forum: This event will be held at the Great River Regional Library in St. Cloud, Minnesota. It will include a conversation with immigrant jobseekers about the challenges of finding and keeping a job while adjusting to the American workplace.
- iii. June 2016, Employer Discussion II: A follow-up discussion with employers will occur as a result of the March 30, 2016 event. Action steps will be identified and taken to support the vision and ensure the success of matching employers' needs with the specific workforce needs of the immigrant population.
- iv. August 2016, Job Seeker Preparation: This event will prepare immigrant jobseekers for the upcoming Job and Career Fair scheduled to take place in October 2016.
- v. October 2016, Job and Career Fair: This Job and Career Fair will be a culmination of the previous forum discussions (outlined above)—bridging the workforce needs of both jobseekers and employers.
- vi. NOTE: The aforementioned events are sponsored by SBETC in direct collaboration with the St. Cloud Area Immigrant Employment Connection Collaborative, chaired by Tammy Biery, SBETC executive director. **(See Attachment EE)**
- vii. April 8, 2016, The Face of Your New Employee: Workplace Diversity: Is sponsored by CMJTS WDB's Community and Government Relations Committee (CGR). The focus of this business summit will promote diversity in the workplace. Today's workforce is changing to include people with disabilities, those changing careers, and immigrants. Key stakeholders will join representatives from across central Minnesota as they identify regional demographics by age group, diversity, disabilities, and retirement in the workplace. Attendees will hear from business professionals about challenges they face in filling positions, retaining employees, and changes or accommodations made in the work environment. Participants will leave the event with valuable information as they look at the "face of your new employee—workplace diversity."
- viii. SBETC and CMJTS invited each other's board members and staff to attend the aforementioned events on workplace diversity. This was the beginning of developing new joint initiatives going forward, inviting key stakeholders to work together to solve regional workforce concerns, and addressing community needs in Workforce Development Planning Region 3.
- ix. Over the two-year planning cycle, R3LPB will continue to invite key stakeholders to the board and its special events to discuss regional concerns, to ensure that partner engagement includes diverse populations, specifically populations experiencing barriers to employment, and collaboratively developing innovative solutions to address community concerns.

4. Describe how performance negotiations will be managed among the local WFD areas within the region.

The R3LPB will maintain oversight of the following:

- Employer Engagement: After the secretaries of the US Department of Labor (USDOL) and US Department of Education (USDOE) determine the Employer Engagement Performance Measures for the national workforce development system, the R3LPB will review the measures and make recommendations to the LWDA boards on how to proceed with performance negotiation management.
- The LWDA boards will consult with the R3LPB on program performance measures, where these measures make sense and are appropriate. However, not all programs in Region 3 serve populations and design programs in the same manner. For example, SBETC may utilize funds to provide Summer Youth programs, while CMJTS uses the same funding streams to serve youth in year-round Youth programs. In addition, several CMJTS counties surround the metro area. Wright, Sherburne, Isanti, Chisago, and McLeod counties are considered the “exurbs” of the metro area, therefore, salary scales will match the metro area in order for businesses to compete fairly and not lose valued staff to metro area businesses. Currently, the R3LPB has several concerns in this area but is dedicated to finding solutions to measuring success.
- Page 6: WIOA 106 (c) (1) (H) addresses the specific requirement in the law to discuss how performance negotiations are managed at the regional level. *This response is pending further negotiations from the USDOL.* This informs the R3LPB that the USDOL may also be struggling with this regulation in the Act.
- The R3LPB encourages both the SBETC and CMJTS WDBs to collaborate on competitive grants that serve Region 3 in the best interests of both jobseekers and employers. To date, LWDA 5 and 17 have partnered on the following competitive grants:
 - i. RC3 Grant: Central Minnesota Rural Career Counselor Grant, a \$95,000 grant that assists the R3LPB in the sector initiative outlined in the grant. The two local workforce development areas 5 and 17 split the grant in half, each taking \$47,500, with SBETC serving as the fiscal agent. An *Agreement for the Provisions of SFY 16-17 RC3 Grant between SBETC and CMJTS* was developed to ensure a successful process for this new partnership. (SEE ATTACHMENT AA)
 - ii. H-1B TechHire Partnership Grant: This grant includes five LWDAs in Minnesota and Wisconsin. A request of \$2,317,422.00 was submitted in March 2016. CMJTS is the lead entity for this grant submission. The grant timeline includes 48 months to serve a minimum of 330 participants ages 18 to 29. TechHire arms individuals with the skills they need through innovative approaches that rapidly train workers and connects them to well-paying, middle- and high-skilled, and high-growth jobs across a variety of H-1B industries, such as Information Technology (IT), healthcare, advanced manufacturing, financial services, and broadband, helping participants begin careers in H-1B occupations and industries, which are in-demand and/or high-growth in the area. Applicants will provide the following:

1) Expand access to accelerated learning options that provide the fastest paths to good jobs, such as “boot camp” style programs, online options, and competency-based programs, to provide individuals with the skills required for employment.

2) Improve likelihood that those populations complete training and enter employment, through specialized training strategies, support services, and other focused participant services that assist targeted populations in overcoming barriers, including networking and job search, active job development, transportation, mentoring, and financial counseling.

3) Connect those who have received training or already have the skills required for employment, but are overlooked to employment, paid internships, or Registered Apprenticeship that allow them to get work experience and prove themselves to hiring employers.

4) Demonstrate strong commitment to customer-centered design and excellence in customer experience, so that the programs and services reflect real need of employers and participants, through human-centered design methodology and other methods of design thinking.

5) Ensure that innovations form the basis for broader change and sustainability over time and that a clear strategy exists for adapting to rapidly changing market needs after the initial period of the grant. The goal of both local areas is to build capacity by applying and receiving at least \$2 million in competitive grants annually.

- iii. A \$622,000 retail sector strategy and retail career pathway grant was received by CMJTS. This grant will expand services to those who want to enter retail careers and many of those jobs do not meet WIOA performance measures. CMJTS will share these best practices with SBETC and provide services to their interested customers.
- iv. Competitive grants are reviewed by both CMJTS and SBETC to determine the appropriateness of each opportunity and will pursue those that are viable.

5. Describe any additional goals being set by the regional leadership or individual local area boards.

- The R3LPB developed a document to guide its vision, mission, statement of values, statement of purpose, guiding principles, and the following Region 3 planning goals for the next two years: (See Attachment BB)
 1. Develop Regional Memorandum of Understanding (MOU)
 2. Complete Regional Plan
 3. Schedule two Joint Workforce Development Board Meetings between LWDAs 5 and 17 to review goals and success
 4. Engage key stakeholders (at R3LPB meetings and scheduled events)
 5. Address disparities in job training, adult education, and employment while focusing on immigrant inequalities

6. Conduct a regional assessment/resource mapping
7. Ensure consistent communication within the region (between boards, key stakeholders, and the community)
8. Conduct an evaluation process to ensure successful implementation and completion of the regional plan, the One-Stop delivery system, and employer engagement performance measures

The R3LPB will continue to review and assess its work by establishing continuous improvement and assessment processes to ensure success, including (See Attachment BB)

- i. Collaboration
 - ii. Value stakeholders
 - iii. Effective communication
 - iv. Promote diversity
 - v. Ethical decision-making
 - vi. Partnerships
 - vii. Support services
- WIOA Section 106 (c) (1) (B) addresses the possible need for policies for regional administration, cooperative service agreements, and general assurances needed to ensure and promote effective use of resources and coordination of efforts. (Numbers 5-7 address these areas in detail.)

6. Describe how the local area boards will direct system alignment with the region through shared policies and practices.

- A Region 3 Memorandum of Understanding (MOU) was created between LWDA 5 and LWDA 17. Both parties entered into this agreement with the understanding that the LWDA boards would “maintain their local identities” and collaborate as the Region 3 Leadership & Planning Board (R3LPB), serving the 13-county region of Meeker, McLeod, Renville, Kandiyohi, Wright, Sherburne, Stearns, Benton, Mille Lacs, Isanti, Chisago, Pine, and Kanabec Counties. (See Attachment CC)
- Furthermore, the MOU creates a R3LPB designed to provide oversight of the regional planning process and its strategies, review labor market and economic data, select two sectors for the region based on this data, explore opportunities to share resources and seek additional funding sources to better serve Region 3 employer and jobseeker needs, organize and create a regional vision that is employer-driven and proactive in creating solutions to their needs, and collaborate with WFC partners to establish a quality customer service delivery system responsive to both jobseekers and employers. The MOU also lays out a methodology, duration, and modification determinations, dispute resolution and other necessary provisions. The MOU is signed by all elected voting members of the R3LPB to solidify the partnership.
- To date, the R3LPB has completed the following strategies:
 - i. Regional MOU: Developed and signed the R3LPB Memorandum of Understanding (MOU) between SBETC and CMJTS WDB and governing boards
 - ii. Regional Board membership: 10 voting members, 5 non-voting members (ATTACHMENT A)

- iii. Determined sectors: Healthcare and manufacturing were selected based on local labor market information on regional economies and key industry sectors in Region 3
- iv. Stakeholder engagement: Invitations were sent to key stakeholders in Region 3 to attend the R3LPB meeting and provide reports on labor market information and regional economy data for the selection of “shared industry sectors.” In addition, the regional board also reviewed Minnesota Association of Development Organizations (MADO) SWAT analysis data, MnSCU’s Regional Report and other professional data strategists’ reports to support the selection of two sectors. The following experts submitted data to the R3LPB to support the regional planning selection:
 - 1. Luke Greiner, DEED regional analyst, completed the Central Minnesota Economic Development Regions 6E, 7E, and 7W 2015 Regional Profile; 13-County Central Minnesota Economic Overview: Healthcare and Manufacturing Target Industries (this data identified these two sectors for Region 3)
 - 2. Dave Borgert, Community and Government Relations director; CentraCare Health
 - 3. Les Engel, Metallurgical engineer, Engel Metallurgical Ltd; President of Central Minnesota Manufacturing Association (CMMA)
 - 4. King Banaian, dean, School of Public Affairs at St. Cloud University; presentation on Region 3 economics
 - 5. Bob Voss, MADO – Minnesota Association of Development Organizations – to review Comprehensive Development Strategy for Greater Minnesota and review trend analysis and SMART Goals and SWOT analysis strategies for Central MN.
- v. NEXT STEPS
 - 1. Employer Engagement Performance Measures: Once the US DOL and US DOE finalize the regulations of Employer Engagement, the R3LPB will schedule a Joint WDB meeting and invited key stakeholders (WFC partners) to review the regulations and develop a strategy to implement them
 - 2. Key Stakeholders Invited to The Table: During and after the data and economic statistics gathering is complete, key stakeholders are invited to the table for the following events: (following is in draft form)
 - a. January, February, March, April, June, R3LPB meetings 2016
 - b. March 2016: SBETC *Hiring Immigrant Workforce 101* event
 - c. April 2016: *Immigrant Job Seeker Forum*
 - d. June 2016: *Immigrant Employer Discussion II*
 - e. August 2016: *Immigrant Job Seeker Preparation*
 - f. October 2016: *Immigrant Job and Career Fair*
 - g. April 2016: CMJTS *The Next Face of Your New Employee: Workplace Diversity*
 - h. June 2016: Joint R3LPB, CMJTS, and SBETC board meeting
 - i. July 2016: Central Minnesota Manufacturing Association (CMMA) Event to meet with employers about manufacturing needs
 - j. October 2016: Health Care Sector Urgency: finding solutions

- k. January, March, June, September, December R3LPB meetings over the next two years
- l. April 2017: Business Demands Soft Skills Training from the WFD System: Responding to this regional need
- m. October 2017
- n. April 2018: Central Minnesota Economics—Demographic shifts, economic changes, what should workforce development, education, and economic development be looking at for the next 3 years?
- o. October 2018: Health Care and Manufacturing Sector Summit—Dashboard: sharing best practices, reviewing successes and failures—what’s next?

7. Describe any cooperative service arrangements being planned for the region and how they will promote consistency within the regional WFD area and with state policy.

- CMJTS and SBETC made important steps in creating policy documents to guide regional goals and strategies, regional decision making, and regional cooperation. They are outlined in Attachments AA, BB, and CC and throughout this report.
- Regional administration will be conducted by the R3LPB.
- Cooperative Service Agreements are outlined in these attachments, as well as mentioned in the aforementioned sections.
- R3LPD is in the embryonic stages of developing general assurances needed to ensure and promote effective use of resources and coordination of effort. This will be an ongoing process as the regional board grows and develops. However, there are several areas where SBETC and CMJTS have worked together to begin a partnership targeting successful capacity building in Region 3. For example, CMJTS is a large corporation with many departments, including the Workforce Development Division (WDD) that includes a grants development team who are extremely gifted in writing, submitting, and receiving competitive grants for LWDA 5. Over the past three years, CMJTS has successfully been awarded over \$4 million in competitive grants to offset dwindling federal dollars. The WDD also heads the business services division and volunteer division. CMJTS is sharing staff expertise with SBETC to increase regional capacity, serve more customers, and increase opportunities for work-based learning. In turn, SBETC has offered to service as the fiscal host for the first several joint competitive grant applications.
- It is the intention of the R3LPB to promote the effective use of resources and coordination efforts. Progress will be noted in future reports.

Regional Strategies Planning:

Strategic Analysis

8. Describe the condition of the regional economy and cite the sources of data and analysis.

The region entered the recession at the same time as the state in early 2008, suffering severe declines in 2009 and 2010. Since then, Central Minnesota has recovered faster than the state, which gained jobs at a 6.5 percent clip from 2010 to 2014, compared to a 7.4 percent increase in the region. Central Minnesota reached a peak of 260,488 jobs in 2007, then hit a low of 245,310 jobs in 2010, before recovering to 263,542 jobs in 2014.

According to DEED’s Quarterly Census of Employment & Wages (QCEW) program, Central Minnesota was home to 17,038 business establishments providing 263,541 covered jobs through 2014, with a total payroll of just over \$10 billion. That was about 9.7 percent of total employment in the state of Minnesota. Average annual wages were \$38,055 in the region, which was almost \$14,000 lower than the state’s average annual wage.

With 164,696 jobs at 10,060 business establishments, EDR 7W accounts for about 70 percent of total employment in the Central Minnesota planning region. EDR 7W also accounted for 78 percent of the region’s job growth during the recovery from 2010 to 2014, adding 14,160 net new jobs. In contrast, EDR 7E had the smallest number of firms and jobs, with 46,546 jobs at 3,491 establishments, but saw an increase of 2,283 jobs in the past five years (see Table 1).

Table 1. Central Industry Employment Statistics, 2014				Average Annual Wage	2010-2014		2013-2014	
Geography	Number of Firms	Number of Jobs	Total Payroll		Change in Jobs	Percent Change	Change in Jobs	Percent Change
Central Minnesota	17,038	263,541	10,028,941,719	\$38,055	+18,231	+7.4%	+4,739	+1.8%
<i>Region 6E</i>	3487	52,299	1,939,218,681	\$37,079	+1,788	+3.5%	+475	+0.9%
<i>Region 7W</i>	10,060	164,696	6,519,289,820	\$39,584	+14,160	+9.4%	+3,991	+2.5%
<i>Region 7E</i>	3,491	46,546	1,570,433,218	\$33,739	+2,283	+5.2%	+273	+0.6%
Minnesota	164,409	2,729,438	\$140,857,248,755	\$51,584	+166,047	+6.5%	+37,321	+1.4%

Source: [DEED Quarterly Census of Employment & Wages \(QCEW\)](#).

With 47,896 jobs at 1,439 firms, **healthcare and social assistance is the largest employing industry in Central Minnesota**, accounting for 18.2 percent of total jobs in the region. That is about 2 percent higher than the state’s concentration of employment in healthcare. In addition, Central Minnesota is still adding healthcare and social assistance jobs, gaining 2,965 net new jobs over the past five years. At \$40,248 in 2014, average annual wages were \$2,236 higher in healthcare than the total of all industries.

The next largest industry in Central Minnesota was manufacturing, with 40,530 jobs at 1,168 firms. Manufacturing has gained more jobs in the past five years than any other.

Retail trade is the third largest industry, with 34,887 jobs at 2,324 establishments. However, wages are relatively low in retail trade.

Other important industries in Central Minnesota include educational services, accommodation and food services, public administration, wholesale trade, construction, transportation and warehousing, finance and insurance, other services, and agriculture. Eighteen of the 20 main industries in the region added jobs since 2010, with utilities only down a single job during the period. The largest growth in the last year was in the management of companies (+8.3%) and construction industry (7.7%). (See Attachment G1)

Central Minnesota stands out in the state for its higher concentrations of employment in manufacturing and agriculture, but has a broader list of industry sectors that are more prevalent in the region than the state. Central Minnesota has 9 percent of total state employment, but has almost 35 percent of the state’s jobs in animal production and aquaculture, and over 27 percent of statewide jobs in furniture and related product manufacturing. (See Attachment G2)

9. Describe the condition of the regional workforce and cite the sources of data and analysis.

According to data from DEED’s Local Area Unemployment Statistics program, Central Minnesota has experienced some slight fluctuations in the size of the available labor force over the last 4 years in response to changing economic conditions. During the recession in 2001, the labor force continued growing, in contrast to the 2007 recession where workers were drawn into the labor market to earn extra income, then dropped back out when the region’s economy improved. In line with the region’s overall population increase, central Minnesota gained about 50,922 workers over the last 14 years, from 328,733 available workers in 2000 to 379,655 workers in 2014. The Central Planning Region’s labor force growth is in line with the state as Minnesota gained workers over the past decade and a half (see Figure 4). As the economy has recovered, the labor market in the region has been getting tighter, with only about 15,000 unemployed workers that were actively seeking work in 2014.

If Central Minnesota’s population changes at the projected rates shown in Figure 3 above, the region would be expected to see a continued increase in the labor force over the next decade. Applying current labor force participation rates to future population projections by age group creates labor force projections for the region, which show an increased drop in workforce numbers.

Table 4. Central Minnesota Labor Force Projections				
	2015 Labor Force Projection	2025 Labor Force Projection	2015-2025 Change	
			Numeric	Percent
16 to 19 years	25,926	25,527	-399	-1.5%
20 to 24 years	40,231	46,662	6,431	16.0%
25 to 44 years	159,633	164,091	4,458	2.8%
45 to 54 years	93,115	80,053	-13,062	-14.0%
55 to 64 years	64,931	74,595	9,664	14.9%
65 to 74 years	14,869	22,824	7,955	53.5%
75 years & over	2,929	4,500	1,571	53.6%
Total Labor Force	401,632	418,252	16,620	4.1%

Source: [Minnesota State Demographic Center, 2009-2013 American Community Survey 5-Year Estimates](#)

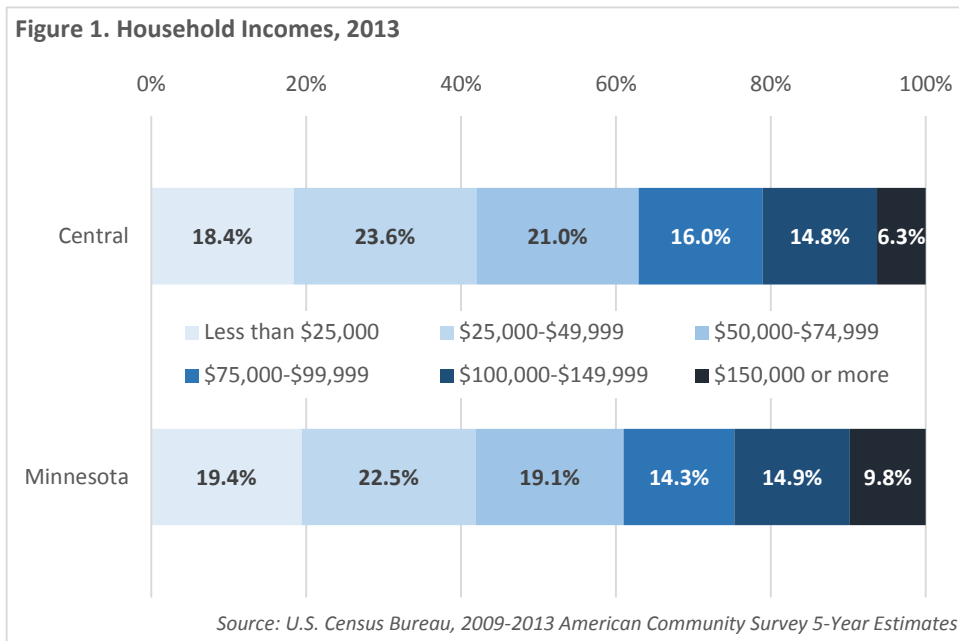
In addition to the overall increase, the labor force will see a significant shift over time, with large gains in the number of workers aged 65 years and over against declines in the number of workers aged 45 to 54 years. However, the region is still expected to see gains in the number of entry-level workers and 20- to 44- year-olds (see Table 3). This shift will likely lead to a tight labor market in the future as well, with employers needing to respond to the changing labor force availability in the region (see Table 4).

With 71 percent of the population aged 16 years and over in the labor force, Central Minnesota had slightly higher labor force participation rates than the state (70.3%). However, the region actually had lower labor force participation rates than the state in several age groups, but the overall rate was higher because a higher percentage of Central Minnesota’s labor force was younger (see Table 4).

In contrast, the region had lower participation rates than the state for every race group except Asian or Other Pacific Islanders and also had unemployment rate disparities for minority groups similar to the state. Central Minnesota had over 22,400 veterans and more than 18,000 workers with disabilities in the labor force. In sum, unemployment rates were highest for young people, minorities, workers with disabilities, and people with lower educational attainment. (See Table 4, Attachment G2)

Central Minnesota has consistently reported higher unemployment rates than Minnesota, regardless of the state of the economy. According to Local Area Unemployment Statistics, the region’s unemployment rate hovered just above the state rate from 2005 to 2008, before rising to about 9 percent in 2009, then dropping back to prerecession levels in 2014 and 2015.

Household incomes in Central Minnesota were similar to the rest of the state. Median household incomes ranged from \$43,928 in Pine County, which was the 7th lowest in the state, to \$73,098 in Sherburne County, which was the 5th highest. About 2- in- 5 (42%) of the households in the region had incomes below \$50,000 in 2013, the same as the state. About 37 percent of households earned between \$50,000 and \$100,000 in the region. In contrast, only 21 percent of households in Central Minnesota earned over \$100,000 per year, compared to nearly 25 percent of household’s statewide (see Figure 1).



10. Describe the condition of the regional workforce development system and cite the sources of data and analysis (SWOT analysis)

The Minnesota Association of Development Organizations (MADO) comprised of 10 Minnesota Regional Development Organizations (RDOs) whose purpose is to promote and create economic prosperity in Greater Minnesota, developed a SWOT analysis and SMART Goals for the region. MADO accomplished their work through alignment of a strong network of RDOs, the communities they serve, and the federal and state agencies that share their commitments. Following is their report for the region.

- Labor Force-Call to Action Report: Labor force participation is the proportion of people ages 16 and older who are either working or seeking work. Students, homemakers, retired individuals, and others not looking for work *do not count as participating in the labor force*.
- Greater Minnesota’s labor force peaked at 1,345,402 workers in 2010. While the prime labor force aged 25-54 is projected to decline by 1.4% statewide through 2025, Greater Minnesota’s prime labor force ages 25-54 is projected to decline by 5.2% during the same period. As greater Minnesota’s labor force is projected to shrink, increasing labor force participation will be important for economic growth.
- SMART Goal: Increase the labor force participation by 2% by 2021
- Labor Force Strategies:
 - i. Align education and workforce development to meet current and future skill needs of employers.
 - ii. Expand the participation of mature workers to make up for the shortage of new workforce entrants.
 - iii. Increase childcare options to assist parents in joining the workforce.
 - iv. Advancing credit based apprentices, internships, and on the job training as a workforce development solution.
 - v. Advocate for public transportation to serve employers with workers based on their work schedules.
- Education Attainment—Call to Action: As the size of Greater Minnesota’s workforce is projected to decline, increased worker skills will be critical to improving productivity and growing the economy. The percentage of Greater Minnesota’s population ages 25 and over who have earned a bachelor’s degree or higher is 28%, compared to 39% statewide.
- SMART Goal:
 - i. Increase the number of residents (ages 18-64) that have completed postsecondary education or training with a particular focus on certifications, technical degrees, and apprenticeships relevant to employment in middle-skill, living wage occupations.
 - ii. Increase the percentage of residents aged 35-44 with a bachelor’s degree or higher to 39% by 2025.
- Education Attainment Strategies:
 - i. Build career technical education opportunities and improve career technical education for high school students interested in careers as skilled tradespeople.
 - ii. Create local talent retention and attraction programs.
 - iii. Embrace emerging populations through targeted education programs.
 - iv. Create and sustain vibrant and healthy communities that attract and retain residents.
- Economic resiliency is defined as an area’s ability to prevent, withstand, and quickly recover from major disruptions to its economic base. Economic resiliency is a key element to ensuring and preserving regional economic prosperity in Central Minnesota. An economy driven by innovation demands that the R3LPB create an approach that nurtures its talent and supports its local business development while creating communities that can support both. The R3LPB has outlined their intention for growing its 13-county region and its communities in this report.

- In addition to the MADO report and DEED analyst reports, CMJTS and SBETC are collaborating with the four counties of Stearns, Benton, Sherburne, and Wright, which make up Economic Development Region 7W, to complete a **Comprehensive Economic Development Strategy (CEDS)** report for this region, in order to apply for federal economic development funding for 7W. CMJTS will become the fiscal agent for this important initiative, write the CEDS grant and submit for federal approval. This action will complete the central region initiative to add these last four counties to the current MADO 10 Minnesota Regional Development Organizations strong network of RDO's. Approval of the CEDS will begin a strong partnership between economic development and workforce development across Central Minnesota.

11. Describe the regional workforce development area's vision for a skilled workforce.

- R3LPB's Mission: *To improve the economic prosperity of business and jobseekers in Region 3 by collaborating with key stakeholders to provide successful solutions to workforce, education, and economic development needs.*
- R3LPB's Vision: The Region 3 Leadership and Planning Board is committed to the establishment of regional strategies that are progressive, collaborative, and responsive to the needs of its communities with the 13-county region.
- R3LPB's Statement of Values:
 - Values trust, fairness, and integrity in all interactions
 - Promotes opportunities for jobseekers to find gainful employment and for employers to find skilled labor
 - Embraces diverse and immigrant populations and promotes hiring within the communities
 - Establishes itself as the regional convener of workforce, education, and economic development
 - Encourages stakeholder participation in finding solutions to workforce needs through analysis of regional market data and the cooperative development of regional service strategies.
- The R3LPB's mission, vision, and values support the State's vision for a skilled workforce: *To have a healthy economy where all Minnesotans have—or are on a path to—meaningful employment and a family-sustaining wage, and where all employers are able to fill jobs in demand.*
 - To reduce racial disparities in education and employment to provide greater opportunity for all Minnesotans; and
 - To build employer-led, industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.
- The R3LPB will address the need for an overall strategy or approach to how core programs will be aligned to work toward achieving the mission, vision, and values of the workforce development region by inviting all core program managers and supervisors to the regional board.

- In order to achieve success, all core and non-core partners identified in WIOA and partners in the Minnesota WFC system will be responsible to the regional board to provide their total budgets, staff organizational charts for each WFC, complete array of programs services, and how they will collaborate with each other supporting the R3LPB's vision, mission, values and goals over the two-year period of the Regional and Local Plan. WFC partners will be required to follow the regional and local plan and ensure its successful delivery to both businesses and jobseekers.
- Regardless of differing partner funding streams, services, or performance measures, the R3LPB will expect a unified strategy and successful program delivery to local businesses and jobseekers in Region 3. The local workforce development boards/councils must maintain oversight of all core and non-core partners in the workforce development system in Region 3, in order to meet the mission, vision, values, and goals of the regional board.

Strategic Approach

12. Describe how the region will use the labor market information and conduct outreach to business and industry to select the targeted sectors for developing career pathways for occupations in demand that provide family-sustaining wages. If sectors and occupations have been already selected, describe them with this response. Complete Attachment G-local WFD area key industries in regional economy

Healthcare and manufacturing are the two targeted sectors chosen by the R3LPB for Region 3, based on the following demographic information supportive of these industries.

According to DEED's Cost of Living tool, the basic needs budget for an average Minnesota family (which consists of 2 adults and 1 child, with 1 full-time and 1 part-time worker) was \$50,988 in 2015. The cost of living for a similar family in Central Minnesota was \$49,884, which was the second highest in the state. (See Table 5)

Region	Family Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
			Child Care	Food	Health Care	Housing	Transportation	Other	Taxes
Central	\$49,884	\$15.99	\$311	\$753	\$402	\$861	\$1,175	\$226	\$429
Minnesota	\$50,988	\$16.34	\$443	\$772	\$405	\$907	\$1,039	\$235	\$448

Source: [DEED Cost of Living tool](#).

Both targeted industries; healthcare and social assistance, and manufacturing provide average hourly wages above the \$15.99 per hour needed to sustain a normal family in Central Minnesota. The average hourly wage in manufacturing is \$23 per hour and \$19.35 per hour in healthcare and social assistance.

Within the targeted industries are numerous different occupations that vary greatly in terms of income potential.

In manufacturing, for instance, production occupations are by far the most numerous job type with a median wage of \$16.61. In the healthcare and social assistance industry, the most common occupation is personal care aide, followed very closely by registered nurse. These two occupations have very different median wages with the personal care and service occupational group having a median hourly wage of only \$10.86 while the healthcare practitioners and technical occupations providing a median hourly wage of more than \$30 per hour. (See Table 6)

Table 6. Central Minnesota Occupational Employment Statistics, 1st Qtr. 2015							
	Central Minnesota				The State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Location Quotient	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment
Total, All Occupations	\$16.66	263,270	100%	1.0	\$18.65	2,730,020	100.0%
Office and Admin Support	\$15.78	37,950	14.4%	1.0	\$17.27	409,100	15.0%
Production	\$16.02	31,390	11.9%	1.5	\$16.61	217,830	8.0%
Sales and Related	\$11.78	27,530	10.5%	1.1	\$13.24	270,540	9.9%
Education, Training, and Library	\$20.97	21,450	8.1%	1.4	\$22.72	156,090	5.7%
Healthcare Practitioners & Technical	\$30.40	15,910	6.0%	1.0	\$31.54	160,390	5.9%
Personal Care and Service	\$10.86	12,720	4.8%	1.1	\$11.11	120,000	4.4%
Management	\$38.85	11,980	4.6%	0.7	\$47.47	165,730	6.1%
Food Preparation & Serving Related	\$9.15	11,830	4.5%	0.5	\$9.21	228,640	8.4%
Installation, Maintenance, & Repair	\$20.53	11,520	4.4%	1.3	\$21.52	94,310	3.5%
Construction & Extraction	\$22.84	10,980	4.2%	1.2	\$24.88	91,240	3.3%
Healthcare Support	\$12.43	10,570	4.0%	1.2	\$13.63	89,360	3.3%
Business & Financial Operations	\$26.28	8,980	3.4%	0.6	\$30.37	159,970	5.9%
Building & Grounds Cleaning	\$12.52	8,490	3.2%	1.1	\$12.03	81,560	3.0%
Community & Social Service	\$20.07	4,840	1.8%	1.0	\$20.51	49,210	1.8%
Architecture & Engineering	\$29.72	3,700	1.4%	0.8	\$34.76	50,980	1.9%
Computer & Mathematical	\$29.22	3,630	1.4%	0.4	\$37.96	91,560	3.4%
Arts, Entertainment, Sports, & Media	\$17.81	2,560	1.0%	0.7	\$21.82	36,430	1.3%
Life, Physical, & Social Science	\$28.63	1,380	0.5%	0.6	\$30.29	24,410	0.9%
Legal	\$25.19	960	0.4%	0.5	\$38.43	18,330	0.7%
Farming, Fishing, & Forestry	\$15.47	380	0.1%	1.1	\$14.41	3,570	0.1%
Protective Service	\$22.95	-	-	-	\$19.43	43,660	1.6%
Transportation & Material Moving	\$15.85	-	-	-	\$16.18	167,130	6.1%

Source: [DEED Occupational Employment Statistics, Qtr. 1 2015](#)

Specific occupations within healthcare and social assistance are evaluated based on DEED's Occupational Employment Statistics to ensure an adequate earnings potential.

The following is additional information gathered by the R3LPB to support the two chosen sectors:

- There are 17,288 employer establishments in Region 3.
 - <http://www.census.gov/quickfacts/table/PST045215/00>
- In central Minnesota, healthcare employs 14.7% (1,761) and manufacturing employs 5.1% of the workforce. Both sectors offer wages above the median starting wage in central MN, mentioned in this report.

- The healthcare (and social assistance) sector is the largest industry in Region 3. (Luke PPT) CentraCare Health in St. Cloud employs over 10,000 workers, of which 8,700 are in hospital settings, according to King Banaian, Dean, School of Public Affairs at St. Cloud State University. Altogether, central MN has 47,896 jobs in healthcare and social assistance.
- According to the job vacancy survey, there are currently 941 open positions in healthcare for Region 3, with a number of specific positions, which continue to go unfilled making this a pressing need.
- The Healthcare Alliance, a consortium of healthcare providers, education professionals, and supporting organizations, meets quarterly in Economic Development Region 7E to address needs for this sector. As key stakeholders, this group will be brought to the table for to provide their valuable input.
- Manufacturing is the second largest industry in central MN with 40,530 jobs. (Luke PPT, 1-8-16) Food manufacturing is the largest employing industry subsector of Black or African Americans in central MN with 527 jobs or 7% of total employment. Hispanics or Latinos are found in much larger numbers in food manufacturing with 1,326 jobs or 17.7% of total employment. (Luke PPT, 1-8-16)
- Small businesses are often without a human resources department or even one person dedicated to human resources functions. These businesses have identified high-growth and in-demand occupations and have relied on CMJTS' and SBETC's expertise to provide skilled workers in the ever-changing manufacturing environment.
- **Central Minnesota Manufacturing Association (CMMA)** has a huge presence in the area. Their membership expands to any manufacturer who wants to attend. DEED and CMJTS representatives regularly participate in and provide input to CMMA meetings and activities. One goal of the association is to increase student interest in the manufacturing sector.
- Career pathways for both manufacturing and healthcare are available. (See Attachment DD, career pathway flow charts)
- CMJTS employee workforce development coordinators (WDCs) who conduct outreach to businesses and provide them with workforce development resources. SBETC and CMJTS also use the DEED business service representatives in their areas to make meaningful connections with businesses. WDCs and DEED business services representatives meet regularly to coordinate business services and are required to report to the LWDBs on business contacts and needs.

13. Describe how the make-up of the sector partnerships will be determined and the expertise and resources they bring to the partnership

- The R3LPB will host several sector partnership events, bringing key stakeholders to the table in order to address healthcare and manufacturing sector needs, issues and concerns.
- Key stakeholders will be identified as follows:
 - Existing Region 3 sector partnerships in healthcare and manufacturing will be identified. For example, CentraCare Health is the largest provider of healthcare

services in central Minnesota and Central Minnesota Manufacturing Association is made up of major manufacturers in the region. These “existing” sector partnerships have already been invited to the R3LPB and have presented their urgent needs to the board. In addition, the board will conduct a regional analysis or mapping of all other healthcare and manufacturing sector partners in the region and invite them to the table.

- R3LPB will also convene WFC WIOA Core partners, economic development, and education in the region to support these selected sectors.
- Key stakeholders may include, but not limited to the following:
 - Adult Basic Education
 - Community Action agencies
 - Carl D. Perkins Career and Technical Education; MnSCU
 - Vocational Rehabilitation Services
 - Job Service; Business Services
 - WIOA Title 1: Employment and Training Services
 - Jobs for Veterans
 - Community-based organizations
 - Initiative Foundations
 - City, state, and county officials, including social services organizations
 - Labor and apprenticeship training organizations
 - Economic development professionals
 - Other stakeholders as needed
 - High school superintendents, teachers; area ALCs
 - Wright County Technical School
 - Community leaders of immigrant populations and diverse populations
 - Senior services organizations
 - MFIP, TANF, and SNAP programs

14. Describe how the partnerships will work toward developing and implementing a career pathway sector strategy during the two years of this plan. If sectors and occupations have not been selected, address the process for these decisions within this response.

- Both healthcare and manufacturing have identified career pathways. The goal is to be a convener and strengthen existing relationships with local colleges to best meet the needs of the employers. Region 3 will solicit input from the customer as well as through the use of human-centered design processes and practices.
- CMJTS has a current Pathways to Prosperity (P2P) grant, which provides a healthcare career pathway and manufacturing pathway.
- Both CMJTS and SBETC use and plan to expand **work-based learning opportunities** as a viable training option. The following services will increase employer engagement and increase participant options:
 - Customized training is training designed to meet the special skill requirements of an employer or a group of employers. It allows employers, with a training provider, to design a work-based skills curriculum that meets their specific needs. Upon successful completion of the "customized" training, the employer commits to hiring the trained individual(s) and commits to paying up to 50 percent of the training

costs incurred. Training costs may include staff or instructor time, training materials, or tuition.

- Internship/Work Experience: The business provides a supervised work site for a designated length of time for a youth, entry-level adult, or transitioning senior. CMJTS and SBETC serve as the employer of record, pays the participant's wage, FICA, and Worker's Compensation insurance cost.
- An enhanced Workforce Protégé program for youth exists where CMJTS remains the employer of record, however, the employer shares in the cost of youth wages and, more importantly, agrees to mentor an at-risk youth for a minimum of 15 minutes per week on the job.
- On-the-Job Training (OJT): The business is reimbursed for the cost of training a new employee—up to 75% of the new employee's wage for the length of the contract. The employer provides the training and the employee does the learning. The new hire learns skills unique to the local business and industry.
- Registered Apprenticeship is an employer-driven model that combines on-the-job learning with related classroom instruction that increases an apprentice's skill level and wages. It is a proven solution for businesses to recruit, train, and retain highly skilled workers.
- Short-term training is geared toward quick/minor needs of the employee. Short-term training is utilized to quickly increase a skill set in a certain area. For example, most employers encourage employees to have a basic knowledge of Microsoft Office. If an employee does not have this basic knowledge, they may be sent to a short-term training that will increase their skill in this area. This allows for the employee to meet the basic criteria of many of the in-demand jobs that are available and gives them a jump start into their needed career pathway.

15. Describe the process for identifying the characteristics, size, and scope of populations not fully benefiting from the economic recovery, experiencing factors such as high unemployment, lack of credentialed skills and other barriers to employment.

The post-recession population that is currently being served in the WorkForce Centers presents a different set of circumstances and needs as compared to pre-recession and recession clients. All available employees that are ready and able to work are employed. However, there continue to be unfilled positions and a labor shortage. Enrollees are presenting significant barriers that require more intensive services. Some of the barriers include diagnosed and undiagnosed mental health issues, diagnosed and undiagnosed disabilities, extreme debt, new to the country, language barriers, false impression of one's abilities and inability to change or be flexible, lack of employability skills, lack of soft skills, lack of education, lack of experience, criminal background, racial disparities, etc. Barriers are identified through self-disclosure, formal assessments, discussions with career services staff and past work experience. Identification of size and scope will be accomplished by analyzing labor market data, information provided by community agencies, education providers, and employers and meeting with representatives from the different communities within the region.

The process of identifying segments of the population not fully engaged in the labor force or experiencing higher than normal rates of unemployment largely depends on data from the U.S. Census Bureau's American Community Survey (ACS). Additional sources for trends and information about segments of the population under-represented in specific industries is found

using the Current Population Survey, Quarterly Workforce Indicators, and the State Demographic Center.

Characteristics to be examined for specific population segments include labor force participation rate, unemployment rate, and actual number of participants for the selected demographic.

Table 4 in Attachment G2 provides many of these data and the starting point for further research.

16. Describe who will be included in the broad stakeholder engagement to address a targeted number of socio-economic issues faced by diverse populations.

- R3LPB will engage both WDBs, WFC partners under WIOA, local community action agencies, Initiative Foundations, community CBOs, representatives of the targeted population and their advocacy organizations. Employers, economic developers, and educational entities will also be involved as stakeholders to address the socio-economic issues. Many of these stakeholders are identified in number 13 of this report.

17. Describe how this engagement will impact the development and implementation of the selected sector strategies during the first two years of this plan.

- A minimum of two employer forums will be held each year.
- Ideally focus groups of participants will be held, including stakeholders in the sector strategies to gather data.
- Input from stakeholders may change how programs are being offered. Changes may include accessibility to programs and how recruitment is currently being done. Evaluation of overall program effectiveness will also be considered.
- A recent survey completed through using Rural Career Counselor Coordinator (RC3) grant funds reported that several secondary schools would like assistance with career planning and identifying post-secondary options for their students. Possible options of career planning support to schools could include CMJTS/SBETC staff-assisted business tour arrangements or staff providing career planning workshops in the classroom. CMJTS/SBETC staff providing these services would promote the sector strategies and career pathways available. SBETC currently resides on the steering committee of Partners of Students Success.

18. Based on the regional/local assessment of WFD system services, describe how strategies will be created to pursue a more responsive alignment of employment and training services, based on career pathways thinking.

- Changing labor market trends and the desire to help jobseekers obtain meaningful and family-sustaining employment drives the R3LPB and Central Minnesota WDBs.
- In Region 3, providing career pathway services to customers is standard practice. The concepts of connecting individuals to education, providing supportive services to students, providing career navigation, and assisting with placement and retention after credential attainment, etc., are components of all employment and training programs. WFC customers

are directed to appropriate online resources to investigate career pathways, and given career guidance by resource area staff or, when enrolled, by employment specialists/employment counselors.

- Alignment among core programs to implement career pathways exists in that a series of connected education and training opportunities are established. In addition, the appropriate core programs provide the support services that enable jobseekers to progress through the career pathways and successfully obtain employment in an in-demand sector. Career pathways training methods contribute to the broad goals of employment and training programs. The career pathways model provides individuals the best path to long-term career success with opportunities to build upon their skills, “stacking” credentials as they progress, resulting in satisfying local business needs for workers.

19. Describe how the entities responsible for participating in this process will be selected, including their expected roles and responsibilities.

The key stakeholders will be invited to participate in the process of expanding and enhancing career pathways. For example, a recent grant award to CMJTS will facilitate the need to develop a retail career pathway advisory board. Retail grant project staff will reach out to local retail employers to participate in the advisory group. Issues to be tackled are perceptions of retail careers, recruitment, and identifying a clear pathway progression in retail.

20. Describe how the outcomes will be determined in terms of employment and training services modeling career pathways thinking by the end of the two-year plan.

- An increase of enrollment into career pathway programs, a higher percentage of those completing career pathway programs, and a higher wage for those participants entering the workforce in healthcare or manufacturing pathway.
- There will be an increase of targeted populations enrolling into career pathway programs and a more varied outreach and recruitment efforts to engage these populations.
- Ensure elements are developed to evaluate outcomes of both regional and local plans.

ATTACHMENT G1

Table 2. Central Minnesota Industry Employment Statistics, 2014

NAICS Industry Title	2014 Annual Data				Avg. Annual Wage	2010-2014		2013-2014	
	Number of Firms	Number of Jobs	Percent of Jobs	Total Payroll		Change in Jobs	Percent Change	Change in Jobs	Percent Change
Total, All Industries	17,038	263,542	100%	\$10,028,941,719	\$38,012	+18,232	+7.4%	+4,740	+1.8%
Health Care and Social Assistance	1,439	47,896	18.2%	\$1,929,321,087	\$40,248	+2,965	+6.6%	+1,266	+2.7%
Manufacturing	1,168	40,530	15.4%	\$1,939,587,603	\$47,840	+4,959	+13.9%	+1,298	+3.3%
Retail Trade	2,324	34,887	13.2%	\$839,582,477	\$24,024	+1,884	+5.7%	+415	+1.2%
Educational Services	321	23,334	8.9%	\$945,214,172	\$40,664	+756	+3.3%	+441	+1.9%
Accommodation and Food Services	1,200	21,920	8.3%	\$297,952,588	\$13,572	+2,599	+13.5%	+65	+0.3%
Construction	2,647	15,332	5.8%	\$815,187,888	\$52,832	+3,195	+26.3%	+1,100	+7.7%
Public Administration	449	12,478	4.7%	\$558,211,618	\$44,720	+270	+2.2%	+269	+2.2%
Admin. Support and Waste Mgmt.	754	9,939	3.8%	\$286,448,445	\$28,808	+1,154	+13.1%	-323	-3.1%
Wholesale Trade	692	9,577	3.6%	\$484,381,933	\$50,596	+838	+9.6%	+81	+0.9%
Transportation and Warehousing	823	9,030	3.4%	\$353,182,627	\$39,104	+653	+7.8%	+428	+5.0%
Other Services	1,676	7,863	3.0%	\$177,678,819	\$22,568	+304	+4.0%	+95	+1.2%
Finance and Insurance	821	6,586	2.5%	\$350,731,543	\$53,248	+4	+0.1%	-22	-0.3%
Professional, Scientific, and Tech. Svcs.	1,061	5,490	2.1%	\$272,203,353	\$49,608	-42	-0.8%	-134	-2.4%
Arts, Entertainment, and Recreation	336	4,682	1.8%	\$80,618,031	\$17,212	-1,298	-21.7%	-111	-2.3%
Ag., Forestry, Fishing and Hunting	423	4,207	1.6%	\$134,716,167	\$32,032	+235	+5.9%	-85	-2.0%
Information	228	3,353	1.3%	\$145,550,628	\$43,368	-	-	-178	-5.0%
Utilities	59	2,595	1.0%	\$241,453,470	\$93,080	-1	-0.0%	-66	-2.5%
Real Estate and Rental and Leasing	532	2,077	0.8%	\$57,959,324	\$27,872	+74	+3.7%	+75	+3.7%
Management of Companies	58	1,488	0.6%	\$104,298,991	\$70,252	+54	+3.8%	+114	+8.3%
Mining	28	274	0.1%	\$14,660,955	\$51,844	+14	+5.4%	+12	+4.6%

Source: DEED Quarterly Census of Employment & Wages (QCEW)

Table 3. Central Minnesota Distinguishing Industries, 2014

NAICS Industry Title	NAICS Code	Number of Firms	Number of Jobs	Total Payroll	Avg. Annual Wages	Location Quotient
Total, All Industries	0	17,038	263,542	\$10,028,941,719	\$38,012	1.0
Furniture and Related Product Mfg.	337	108	2,577	\$112,177,414	\$43,524	2.9
Animal Production and Aquaculture	112	166	2702	\$85,523,804	\$31,616	2.7
Transportation Equipment Mfg.	336	31	2,859	\$125,241,422	\$43,836	2.6
Beverage and Tobacco Product Mfg.	312	12	591	\$28,169,344	\$47,684	2.3
Paper Mfg.	322	11	2,048	\$129,556,940	\$63,232	2.3
Nonmetallic Mineral Product Mfg.	327	68	1,916	\$88,744,621	\$46,176	2.2
Electric Power Generation, Transmission and Dist.	2211	40	2,532	\$237,775,164	\$93,964	2.2
Heavy and Civil Engineering Construction	237	202	4,230	\$313,428,160	\$74,568	2.0
Textile Product Mills	314	25	445	\$15,496,290	\$34,840	1.9
Plastics and Rubber Products Mfg.	326	61	2,675	\$116,044,303	\$43,368	1.9

Source: DEED Quarterly Census of Employment & Wages (QCEW)

ATTACHMENT G2

Table 4. Employment Characteristics, 2013					
	Central Minnesota			Minnesota	
	Number	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate
Total Labor Force	376,456	71.1%	7.3%	70.3%	7.1%
16 to 19 years	21,468	55.2%	17.5%	50.9%	20.2%
20 to 24 years	37,636	83.2%	10.2%	81.6%	11.2%
25 to 44 years	157,301	88.4%	6.9%	88.2%	6.3%
45 to 54 years	90,083	88.1%	5.8%	87.5%	5.6%
55 to 64 years	55,676	71.3%	5.7%	71.7%	5.5%
65 to 74 years	11,976	25.4%	5.2%	26.5%	4.5%
75 years & over	2,428	6.1%	6.9%	5.8%	4.6%
Employment Characteristics by Race & Hispanic Origin					
White alone	359,257	71.5%	7.0%	70.5%	6.3%
Black or African American	4,686	56.5%	23.4%	67.6%	17.5%
American Indian & Alaska Native	1,888	51.4%	18.3%	60.1%	18.8%
Asian or Other Pac. Islanders	4,318	73.6%	10.8%	69.8%	8.5%
Some Other Race	3,015	73.0%	11.5%	77.6%	10.9%
Two or More Races	3,346	69.1%	10.8%	69.0%	14.4%
Hispanic or Latino	9,414	71.0%	12.7%	75.1%	10.4%
Employment Characteristics by Veteran Status					
Veterans, 18 to 64 years	22,437	78.0%	8.6%	77.8%	7.7%
Employment Characteristics by Disability					
With Any Disability	18,096	53.4%	13.0%	51.6%	14.6%
Employment Characteristics by Educational Attainment					
Population, 25 to 64 years	302,997	84.6%	6.4%	84.2%	5.9%
Less than H.S. Diploma	15,477	72.0%	15.7%	66.9%	14.6%
H.S. Diploma or Equivalent	87,098	80.3%	8.2%	79.4%	8.0%
Some College or Assoc. Degree	125,591	86.7%	5.9%	85.6%	6.1%
Bachelor's Degree or Higher	74,865	89.8%	3.0%	89.1%	3.4%
<i>Source: 2009-2013 American Community Survey, 5-Year Estimates</i>					

**Agreement for the Provision of SFY16-17 Rural Career Counseling
Coordinator Grant Services Between Stearns-Benton Employment &
Training Council (SBETC) and Central Minnesota Jobs & Training Services,
Inc. (CMJTS)**

This Agreement is hereby entered into by and between the Stearns-Benton Employment & Training Council ("SBETC"), and Central Minnesota Jobs & Training Services, Inc. ("CMJTS"). SBETC and CMJTS are herein collectively referred to as the "parties," and individually as a "party."

Program Service Recitals:

Whereas, the SFY16-17 Rural Career Counseling Coordinator Grant is a state-funded program that will connect, provide services, assess and compile information, make recommendations, and share best practices found in the 13-county central Minnesota Workforce Development Region 3, which combines Workforce Service Areas (WSAs) 5 and 17;

Whereas, SBETC received a Notice of Grant Action ("NGA") dated December 14, 2015, providing funds under the SFY 16-17 Rural Career Counseling Coordinator Grant; and

Whereas, the parties agree to jointly implement the SFY 16-17 Rural Career Counseling Coordinator Grant in accordance with the terms contained in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained in this Agreement, the payment of monetary sums described in this Agreement, and other good and valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the parties agree as follows:

1. Duration and Termination:

- A. **Duration:** This Agreement shall be effective 1 December 2015 and expire at 11:59 p.m. on 30 June 2016, unless terminated earlier pursuant to this Section. This Agreement may only be modified or amended, in writing, signed by all parties.
- B. **Renewal:** Upon issuance of a Notice of Grant Action (NGA) for FY17 approving funding for this program at or above the same level provided in the FSY 16-17 NGA, this Agreement shall automatically renew for the period 1 July 2016 through 11:59 p.m. on 30 June 2017.
- C. **Early Termination**
 - i. This Agreement may be terminated, with or without cause, prior to the above-written termination date by either party upon thirty (30) days' prior written notice to the other.

- ii. This Agreement shall automatically terminate, without further action by either party if the funding provided by the FSY 16-17 Rural Career Counseling Coordinator Grant are revoked or reduced below the level described in the December 14, 2015, NGA.

D. **Effect of Expiration and Termination.** Unless otherwise noted herein, all contractual responsibilities, of either party, created by this Agreement are terminated upon the expiration or termination of this Agreement.

2. **Services Provided by CMJTS.** CMJTS hereby agrees to provide services for the SFY16-17 Rural Career Counseling Coordinator Grant pursuant to the planned activities and services described in the proposal submitted to the Minnesota Department of Employment and Economic Development ("DEED") per the attached work plan (Attachment 1), budget (Attachment 2), and additional terms and conditions including program operations and reports per DEED (Attachment 3) all which are incorporated herein by reference as if fully rewritten herein. The specific services include, but are not necessarily limited to:

A. **Reporting on Program Outcomes (per attachments noted above)**

B. **Program Reporting, Consolidation (per attachments noted above)**

C. **Program Evaluation (per attachments noted above)**

D. **Provision of Personnel.** CMJTS will provide and supervise all personnel necessary for it to carry out this Agreement, which may or may not include instructional, clerical, legal, accounting, custodial, managerial, and other personnel. CMJTS will assume all labor and other contractual and financial obligations incidental to providing such personnel. The parties understand and agree that the personnel employed by CMJTS pursuant to this Agreement are not employees of SBETC for any purpose.

CMJTS shall indemnify and defend SBETC against all liability and loss in connection with, and shall assume full responsibility for, payment of all federal, state, and local taxes or contributions imposed or required under reemployment insurance, unemployment insurance, social security, and income tax laws, with respect to CMJTS employees, officers, contractors, or agents providing services pursuant to this Agreement. This obligation to indemnify survives the termination of this Agreement.

In the event the Internal Revenue Service, Minnesota Revenue Service, other State or federal administrative agency, or court of competent jurisdiction deems CMJTS or any of its employees, agents, directors, officers, or other representative, to be an employee of SBETC for tax purposes, CMJTS agrees to reimburse SBETC for any and all tax refunds of self-employment taxes SBETC may be entitled to as a result of Contractor being classified as an employee of SBETC.

CMJTS, its officers, directors, employees and agents shall abide by all federal, state and local laws with respect to its employees, and will not discriminate against any employee, applicant for employment, student or member of the public because of race, creed, color, religion, sex, age, disability, marital status, status with regard to public assistance, familial status, sexual orientation, national origin, or other trait or characteristic on the basis of which discrimination is prohibited by applicable State or federal law.

If any personnel or employees of CMJTS necessary to its provision of the services under this Agreement are required by the United States government, the State of Minnesota, any political subdivision thereof or SBETC, to hold any license related to the services they provide under this Agreement, or to pass criminal background check, CMJTS shall verify and, to the extent allowed by law, inform SBETC that the personnel or employee holds the required license and/or has passed the criminal background check prior to the first date on which that employee provides any services under this Agreement.

E. Compliance Requirements. CMJTS will provide such certifications, disclosures, and assurances to SBETC as are required by law.

F. Equipment and Materials. CMJTS shall provide all equipment and materials necessary for the performance of the above-described services at its own expense, except reasonable and necessary expenses incurred by CMJTS in the furtherance of the services to be provided hereunder, as approved beforehand by SBETC. All property and equipment purchased with funding under this grant will be the property of SBETC unless specifically assigned to CMJTS with the approval of SBETC.

3. SBETC Responsibilities: SBETC will provide the following oversight and administration of SFY 16-17 Rural Career Counseling Coordinator Grant services:

A. Program Administration and Oversight

- Fiscal management and oversight.
- Review budget summary and revisions.
- Reporting to Minnesota Department of Employment and Economic Development.

B. Program Eligibility

C. Program Monitoring

- Review Program progress.
- Review Program and participant outcomes.

D. Program Technical Assistance and Guidance

4. **Joint Responsibilities:** The Parties are jointly responsible implementing the program work plan.
5. **Payment for Services:**
 - A. As consideration for the services to be performed by CMJTS described in this Agreement, SBETC hereby agrees to pay CMJTS the actual costs of providing those services, up to a total of \$47,500.
 - B. To receive payment, CMJTS must submit an invoice by the 15th of the month for the previous month expenses. All expenses will be identified by coding provided by SBETC Financial Manager. Invoices must include a descriptive billing reflecting actual expenditures by CMJTS and partner agencies. Monthly expenditures should align with the modified work plan and budget. Invoices are to be sent to the attention of the SBETC Financial Manager, SBETC, Minnesota Workforce Center – St. Cloud, 1542 Northway Drive, St. Cloud, MN 56303.
 - C. Unless there is a dispute with the invoice, SBETC will make payments within 15 days of receipt of the invoice. SBETC shall not be responsible for any interest, fee, penalty, or other charge related to any late or past due payment.
 - D. Unless otherwise noted herein, all contractual responsibilities, of either party, created by this Agreement are terminated upon the expiration or termination of this Agreement. Provided however, notwithstanding termination, CMJTS shall be entitled to compensation for services rendered through the effective date of termination.
6. **Independent Contractor:** CMJTS and SBETC agree that no employer-employee relationship shall arise from this Agreement, that this Agreement cannot be construed as creating such a relationship, or a joint venture, partnership or relationship other than an independent contractor relationship. The parties further agree that all CMJTS employees, officers, directors and agents involved in providing services under this Agreement shall at all times be independent contractors with the right to control the method of providing the services identified within this Agreement. The Parties understand and agree that this Agreement does not create any rights or obligations beyond those expressly contained herein.
7. **Data Privacy:** CMJTS hereby recognizes that during the course of performance of its duties under this Agreement, it may receive, acquire, have access to, or be exposed to "Government Data" as that term is used in the Governmental Data Practices Act, Minnesota Statutes Chapter 13 ("GDPA"). CMJTS hereby agrees that it must meet the requirements of the GDPA under Minnesota Statute 13.05, subdivision 6. CMJTS agrees that it will collect, distribute, publish, maintain and store any Government Data only in accordance with the provisions of the GDPA. CMJTS's obligation under this paragraph survives the termination of this Agreement.

8. **Insurance:** CMJTS agrees to maintain general liability insurance, workers' compensation insurance as required by law, unemployment insurance to the extent required by law, and comprehensive insurance coverage on any motor vehicle used in the rendering of services under this Agreement. CMJTS agrees to provide evidence of liability insurance coverage in the minimum amount of \$1,500,000. The insurance must be maintained for the entire term of the contract. CMJTS will name SBETC as an additional insured on all such policies and, upon request, provide SBETC proof of such insurance.
9. **Indemnification:**
- A. Each party shall be liable for its own acts to the extent provided by law and hereby agrees to indemnify, hold harmless and defend the other, its officers and employees against any and all liability, loss, costs, damages, expenses, claims or actions, including attorney's fees which the other, its officers and employees may hereafter sustain, incur or be required to pay, arising out of or by reason of performance under this agreement.
- B. Each party's duty to indemnify as set out in this paragraph includes, but is not limited to, any injury or alleged injury resulting from any actual or alleged violation of the United States Constitution, Minnesota Constitution, Section 1983 of the Civil Rights Act ("Section 1983"), the Minnesota Human Rights Act ("MHRA"), the GDPR, and any other Federal, State, and/or local laws and/or regulations related to or affecting each party's respective actions under this contract, or individual's under the party's control or supervision pursuant to this Agreement.
- C. Nothing in this Agreement shall affect or otherwise constitute a waiver of the limits on the liability of any governmental entity provided by Minnesota Statutes Chapter 466 (Tort Liability, Political Subdivisions) or other applicable law.
- D. Nothing in this Agreement shall constitute a waiver of the statutory limits on liability set forth in Minnesota Statutes Chapter 466 or a waiver of any available immunities or defenses. Nothing herein shall be construed to provide insurance coverage or indemnification to an officer, employee, or volunteer of any Party for any act or omission for which the officer, employee, or volunteer is guilty of malfeasance in office, willful neglect of duty or bad faith.
- E. Upon timely written notice from a party entitled to indemnification, the other party shall defend the party entitled to indemnification in any such action or proceeding within the purview of this Paragraph with respect to the indemnified claim. Notwithstanding any other provision of this Agreement, neither party shall settle or compromise any claim against the other its consent, but such consent shall not unreasonably withheld. Where there is a colorable claim for joint liability, each party shall provide its own defense.
10. **Choice of Law, Choice of Venue, and Severability:** This Agreement shall be governed by the laws of the State of Minnesota. The parties agree that all actions or proceedings arising in connection with this Agreement shall be tried and litigated exclusively in the State and Federal courts located in the County of Stearns, State

of Minnesota. If any portion of this Agreement is found to be unenforceable, unconscionable, invalid or illegal, or is in any other way vacated, all other portions of this Agreement shall remain in full force and effect.

11. **Compliance with State and Federal Laws:** The parties agree that all services provided pursuant to this Agreement shall be provided in conformance with all applicable State and federal laws and that each party will comply with all such laws.
12. **Non-Assignment:** Neither party may assign any rights nor delegate any duties hereunder without the express written prior written consent of the other.
13. **Responsibility for Costs:** With the exception of the costs expressly assumed by the parties pursuant to this Agreement, each party shall be responsible for its own costs, expenses, and any attorneys' fees associated with this Agreement and any related matters, including enforcement of this Agreement.
14. **Enforcement:** Failure to insist on compliance with any term, covenant, or condition contained in this Agreement shall not be deemed a waiver of that term, covenant, or condition, nor shall any waiver or relinquishment of any right or power contained in this Agreement at any time be deemed a waiver or relinquishment of any right or power at any other time.
15. **Voluntary Agreement:** All parties have voluntarily signed this Agreement. No party has been threatened, coerced, intimidated, or otherwise forced to sign this agreement by any other Party, any officer, employee, agent, representative, or attorney of any other party, or any other person or entity acting on behalf of any other party.
16. **Joint Drafting:** This Agreement must be construed to have been drafted equally by the Parties.
17. **Complete Understanding:** This Agreement contains the entire understanding between the parties. No representations were made or relied upon by either party, other than those expressly set forth herein. The validity, interpretation, and performance of this Agreement shall be controlled by and construed under the laws of the State of Minnesota.

By signing below, each party specifically acknowledges that it has read this Agreement, that it has had an opportunity to review this Agreement with legal counsel, that it understands this Agreement, and that it agrees to be legally bound by all terms of this Agreement.

IN WITNESS WHEREOF, the parties to this Agreement have affixed their signatures on the dates written below:

STEARNS-BENTON EMPLOYMENT AND TRAINING COUNCIL

By: Leigh Lenzmeier
Leigh Lenzmeier
SBETC Joint Powers Board

Date: 1/19/2016

CENTRAL MINNESOTA JOBS AND TRAINING SERVICES, INC.

By: Barbara Chapple

Date: 1/21/2016

Indirect Cost Rate

(Not Applicable at this time)

CORRECTED NGA 10/27/15 NGA # 15-10

Notice of Grant Action (NGA)

Minnesota Department of Employment and Economic Development
Master Grant Agreement #SBETC2013M

SC #72061

Effective Master Grant Agreement Date: April 1, 2013 - March 31, 2018
DUNS #: 008604746

GRANTEE: Stearns-Benton Employment & Training Council
WSA #17
1542 Northway Drive
St. Cloud, MN 56303

GRANTOR-STATE: MN Dept of Employment and Economic Development
Workforce Development Division
1st National Bank Building
332 Minnesota Street, Suite E200
Saint Paul, MN 55101-1351

FUNDING SUMMARY

1	2	3	4	5	6	7	8	9	10	DEED USE	
Title ID/Name	Performance Period	Grant ID #	Prior Level	Obligation with this Action	New Level	Total Award/Amount	CFDA #	CFDA Name	NGA #	SWIFT P.O. #	SWIFT Contract ID
FEDERAL											
WIOA Youth	04/01/15 - 03/31/17	5173600	\$316,581.00	\$0.00	\$316,581.00	\$316,581.00	17.259	WIA/WIOA Youth	1	3-204131	92411
PY15 WIOA Adult Formula	07/01/15 - 06/30/17	5173100 *	\$212,766.00	\$0.00	\$212,766.00	\$212,766.00	17.258	WIA/WIOA Adult	7, 9	3-214722	95951
PY15 WIOA Dislocated Worker Formula	07/01/15 - 06/30/17	5178000 *	\$205,849.00	\$0.00	\$205,849.00	\$205,849.00	17.278	WIA/WIOA DW	7, 9	3-211406	95933
OTHER											
MN Youth	07/01/15 - 06/30/16	6176400	\$184,620.00	\$0.00	\$184,620.00	\$184,620.00	N/A	N/A	2	3-210814	95470
Youthbuild WDF	07/01/15 - 06/30/16	6176500	\$73,000.00	\$0.00	\$73,000.00	\$73,000.00	N/A	N/A	3	3-210736	95462
Youth Competitive Grants	07/01/15 - 06/30/16	6178801	\$125,000.00	\$0.00	\$125,000.00	\$125,000.00	N/A	N/A	4	3-210870	95501
HECAP	07/01/15 - 06/30/16	6176301	\$11,996.00	\$0.00	\$11,996.00	\$11,996.00	N/A	N/A	5	3-211208	95694
State Dislocated Worker Program (DWP)	07/01/15 - 06/30/17	5178500	\$419,308.00	\$0.00	\$419,308.00	\$419,308.00	N/A	N/A	6	3-211360	95526
MN Youth	07/01/15 - 06/30/16	6176400	\$184,620.00	\$0.00	\$184,620.00	\$184,620.00	N/A	N/A	8	3-210814	95470
Rural Career Counseling Coordinator	12/01/15 - 06/30/16	6174800	\$0.00	\$95,000.00	\$95,000.00	\$95,000.00	N/A	N/A	10	3-233395	103985
TOTAL			\$1,733,740.00	\$95,000.00	\$1,828,740.00	\$1,828,740.00					

APPROVED BY:

Shelley Landgraf
Shelley Landgraf, Director
Workforce Development Division, Fiscal Planning/Monitoring Activities

DATE ISSUED:

12-14-2015

The approved Project Specific Plan, along with this NGA, and attached workplan is releasing funding under the SBETC2013M State/Federal Master Grant Agreement with DEED. See Attachment 3 for DEED's Contacts and Additional Terms and Conditions.

* NGA 15-9 dated 10/27/2015 corrects the Grant Numbers for 5173100 and 5178000

For questions, contact Shelley Landgraf at 651-259-7580 or shelley.landgraf@state.mn.us


**STATE OF MINNESOTA
PROJECT SPECIFIC PLAN
ORIGINAL CONTRACT**

Master Contract #: SBETC2013M
 Master Supplier Contract #: 72061
 Grant ID #: 6174800

GRANTOR / STATE	GRANTEE
MN Department of Employment and Economic Development Workforce Development Division 1 st National Bank Building 332 Minnesota Street – Suite E200 Saint Paul, MN 55101-1351	Stearns-Benton Employment & Training Council 1542 Northway Drive St. Cloud, MN 56303
AUTHORIZED REPRESENTATIVE	AUTHORIZED REPRESENTATIVE
Name: JoAnne Beaudry Title: Grants Specialist Coordinator Telephone Number: 651-259-7577 Email: joanne.beaudry@state.mn.us	Name: Tammy Blery Title: Director Telephone Number 320-308-5702 Email: tammy.blery@sbetc.org

Required Attachments: Attachment 1: Work Plan
 Attachment 2: Budget
 Attachment 3: Terms and Conditions

SUBMITTED BY GRANTEE:

I certify that the information contained in the attached Work Plan and Budget, labeled attachment 1 and Attachment 2 respectively, is true and accurate to the best of my knowledge and that I submit this Project Specific Plan on behalf of the Grantee.
 (Signature)  Date: 12/8/15

Printed Name: Tammy Blery
 Title: Director

APPROVED BY (GRANTOR / STATE)

I have reviewed and approved the attached Project Specific Plan which is referenced in and incorporated as an amendment to the Master Grant Contract indicated herein.
 (Signature)  Date: 12-11-15

Printed Name: Thomas Norman
 Title: Director, Workforce Development Division
 Agency: Minnesota Department of Employment and Economic Development

FOR DEED OFFICE USE ONLY

Program Name: Rural Career Counseling Coordinator		
Contract Start Date:	12/01/2015	Original Contract Amount: \$95,000
Contract End Date:	06/30/2016	
Match/Leverage Required?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Encumbrance Date	SWIFT Contract ID	SWIFT PO Number #
13676	103985	3-233395
Program Coordinator	NGA Number	SWIFT Vendor Number + Location
JoAnne Beaudry	15-10	000214093.001

AFS Signature:  Encumbrance Date: 12/08/2015

Stearns-Benton Employment & Training Council (SBETC) and Central Minnesota Jobs and Training Services, Inc. (CMJTS) propose a collaborative, streamline and sustainable approach – a lead coordinator from each agency – for the Central Minnesota Rural Career Counseling Coordinator (CM-RC3) position. Under this plan, the CM-RC3s will connect, provide services, assess and compile information, make recommendations, and share best practices found in this 13-county central Minnesota Workforce Development Region 3, which combines Workforce Service Areas (WSAs) 5 and 17.

Both SBETC and CMJTS have extensive experience in multi-sector partnerships and job seeker initiatives. FastTRAC and FastTRAC-like programs have operated in one or both of the WSAs beginning with the 2007 Employment and Training Collaborative to the 2015 Pathways to Prosperity. Along with Minnesota Job Skills Partnership low-income worker grants, regional projects in both areas have combined businesses, community-based organizations, Adult Basic Education, colleges, and WSAs in healthcare, transportation, retail, and manufacturing sector initiatives. In the early 2000s, both agencies partnered with WSA 6, through their H-1B grant, to address labor shortages in the healthcare industry.

SBETC and CMJTS work closely with business organizations, such as the Central Minnesota Manufacturing Association, regional development commissions, comprehensive economic development strategy committees, economic development authorities, chambers of commerce, and human resource groups. Participation in workforce development groups like Vision 2040 in Kandiyohi County and GPS 45:93 in Pine County are results of the above partnerships. SBETC has a history of working with the Initiative Foundation in Little Falls. CMJTS, due to its geographic area, partners with the Initiative Foundation and the Southwest

Initiative Foundation in Hutchinson. Many sector Initiatives have resulted from these relationships, e.g. small business/entrepreneurship, manufacturing, renewable energy, and general workforce development. Current business partnerships include on-the-job training, Internships, general and sector-based Job fairs, Incumbent worker training, and registered apprenticeships with public and private entities.

Both CMJTS and SBETC work closely with DEED's staff in the public workforce development system. Business outreach staff from the three entities promote each other's programs, meet regularly to coordinate services, collaborate on regional projects, and make joint business visits. The CM-RC3 team will act as a convener, collector, assessor, and provider, jointly responsible for leading the collaborative efforts between WSAs 5 and 17 and will work closely with business outreach employees from both WSAs.

The CM-RC3 team have experience developing, leading, and coaching teams of diverse individuals; developing and managing complex workforce development programs; interpreting and following performance measures, laws, rules, and policies; and experience building equally beneficial relationships between numerous agencies. They possess excellent problem-solving skills and a high level of innovative and creative thinking; the ability to provide strong, concise written and verbal communications; to facilitate discussions and come to consensus with groups of varying size and diversity; to interpret, compile, and provide data reports pertaining to each WSA; and create, develop, assess, and evaluate programs that meet the needs of job seekers and businesses. They have a strong knowledge of the programs operated within the 13 counties of Workforce Development Area 3. Together they have a combined total of 30+ years of experience in the workforce center system. The skills each possess include communication

and public speaking, collaboration, team building, and the ability to develop strong relationships with business and community partners. They currently hold management-level positions and are performance driven and effective at grant management. Their combined roles will allow for greater impact and opportunities for implementation of best practices.

CMJTS and SBETC will support the CM-RC3 team by leveraging staff time for related data collection and collaboration work conducted by the CM-RC3's. Each organization will leverage space, technology, and travel expenses to meet requirements of the project, and will develop a standardized method of tracking business and job seeker services for the purpose of this grant and in anticipation of WIOA business services performance measures. The team will be supported, either by financial resources or leveraged knowledge, by both WSA directors, Workforce Development Boards (WDBs), labor market data, and regional stakeholders.

The CM-RC3s will meet regularly to review overall progress, discuss findings, share local best practices, develop opportunities for regional cross-training and identify strategies to close gaps, foster relationships, and share resources. The CM-RC3 will report regularly to the WDBs and will suggest recommendations to DEED.

The CM-RC3 team will work in conjunction with DEED partners, particularly Business Services, Job Service, and the Regional Analyst, to gather key information and gain a full understanding of existing, new, and prospective business needs. Additional partnerships with Adult Basic Education, secondary and post-secondary education, businesses, economic development, industry and professional groups, and the work of front-line staff in both agencies will be leveraged to enhance connections for job seekers, businesses, and align resources in the region.

The CM-RC3s will look for opportunities to exchange resources and try new service delivery tactics to increase job seeker and business engagement in the region. This work will lead to strategies to effectively address labor market needs using career pathway models.

The Region 3 Workforce Development work will follow the collective impact model - a common agenda, shared measurement system, mutually reinforcing activities, continuous communication, and dedicated staff. The work of the CM-RC3 team will be an integral part of future regional planning efforts. Leveraging the team's extensive knowledge of the workforce system will advance regional collaboration and planning and define common goals. The two WDBs will provide guiding principles and oversight of the regional work plan. The CM-RC3s updates to the WDBs will enable the WDBs to incorporate findings and recommendations into their strategic planning. A data tracking system, developed through this grant, will capture employer information for WIOA performance measures and advance shared measurements towards a common agenda. Multiple stakeholders will be brought to the table to ensure a cross sector approach is used. Evaluation will be extremely important to move the regional goals forward and effectively implement change to the state's public workforce development system. The CM-RC3s will ensure the preconditions for collective impact are achieved and the right stakeholders are at the table. WSA 5 and 17 will determine agreed-upon outcomes for workforce development, using multiple strategies appropriate for the region.

The CM-RC3 plan seeks increased engagement and collaboration. The collective impact model will build trust between the organizations and key stakeholders. The work of the CM-RC3 will enable the WSAs to prioritize for action in a systematic way and to come to consensus on a common vision for change.

FORM 2: BUDGET INFORMATION SUMMARY

Please complete this quarterly budget table in cumulative fashion.

Cost Category	Q1	Q2	Q3	Q4	Q5	Q6
Qtr start/end:	12/1/15 – 3/31/16	4/1/16 – 6/30/16	7/1/16 – 9/30/16	10/1/16 – 12/31/16	1/1/17 – 3/31/17	4/1/17 – 6/30/17
Administration (no more than 5%)	\$1,356	\$2,375	\$2,968.50	\$3,562	\$4,155.50	\$4,750
Administration (sub-grantee)	\$1,356	\$2,375	\$2,968.50	\$3,562	\$4,155.50	\$4,750
CM-RC3 Staff Time	\$21,500	\$37,625	\$47,031	\$56,437	\$65,843	\$75,250
Related costs (travel, office, etc.)	\$4,284	\$7,500	\$9,375	\$11,250	\$13,125	\$15,000
CM-RC3 Staff Time & Related Costs (sub-grantee)	\$25,784	\$45,125	\$56,406	\$67,867	\$78,968	\$90,250
TOTAL	\$54,280	\$95,000	\$118,749	\$142,498	\$166,247	\$190,000

DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED) –

CONTACT INFORMATION AND ADDITIONAL TERMS & CONDITIONS

SFY 2016/2017 MINNESOTA RURAL CAREER COUNSELING COORDINATORS

This attachment provides the 1) Contacts and the 2) Terms and Conditions known at this time of issuance. Following the list of Contacts below, the Terms and Conditions includes:

1) CONTACTS:			
Program Contact	Program	Email	Phone
Annie Welch	SFY 2016/2017 MN RURAL CAREER COUNSELING COORDINATORS	Annie.Welch@state.mn.us	(651) 259-7525
Monitor Contact	Workforce Service Area (WSA)	Email	Phone
Karen Backlund	17	Karen.Backlund@state.mn.us	(651) 259-7559
Steve Barker	2,8	steve.barker@state.mn.us	(651) 259-7515
Jamie Fitzpatrick	3	Jamie.fitzpatrick@state.mn.us	(651) 259-7575
Claire Nelligan	6	Claire.Nelligan@state.mn.us	(651) 259-7573
Estela Hernandez	Annual fiscal, 2 nd year required reviews, desk reviews, etc.	Maria.Hernandez@state.mn.us	(651) 259-7578
WF1 Contact	Specifically	Email	Phone
Amy Carlson	SFY 2016/2017 MN RURAL CAREER COUNSELING COORDINATORS	Amy.Carlson@state.mn.us	(651) 259-7542
Web site: http://mn.gov/deed/programs-services/workforceone/index.jsp	Non-program related		
Finance Contact	Program	Email	
FSR/RPR Submittal Address:	SFY 2016/2017 MN RURAL CAREER COUNSELING COORDINATORS	DEED.FSR@State.mn.us	
CAPR Submittal Address	SFY 2016/2017 MN RURAL CAREER COUNSELING COORDINATORS	DEED.GrantPayment@state.mn.us	
Annie Welch	SFY 2016/2017 MN RURAL CAREER	Annie.Welch@state.mn.us	(651) 259-7525

	COUNSELING COORDINATORS		
2) ADDITIONAL TERMS AND CONDITIONS:			

Research and Development (R&D):	No
Federal Award Notification (FAIN) Number:	N/A
Federal Funding Accountability and Transparency Act (FFATA) Description:	N/A
Notice of Obligation (NOO) Federal Award Signed Date (the date when the federal NOO was signed by the authorized official of the federal awarding agency). Annual Funding Agreement (See attached)	Date: N/A

CHECK ALL THAT APPLY:

ADDITIONAL ATTACHMENTS TO EMAIL AS PART OF TERMS AND CONDITIONS	
N/A	Federal award to DEED copy (if applicable) – NOO only at the time of issuance
	Master grant copy (Provided with PY15 WIOA Youth Grant Information – no action needed)
	Local Unified Plan for Workforce Areas current (annual)– link/WIA plans: See Link below http://mn.gov/deed/about/what-we-do/objectives-plans/
	Draft Annual Fiscal Guide (if first issuance of the program year - no action needed at this time)
	Draft Monitoring Guide (no action needed at this time) – Will be made available at a later date.
X	Monthly Financial Status Reports (FSR), Monthly Reimbursement Payment Requests (RPR) – Templates (for completion) – Due no later than the 20 th of the month following the preceding month end (i.e. July, 2015 FSR/RPR is due August 20, 2015). Report accrued monthly expenditures.
X	Cash Advance Payment Request (CAPR) for grantees submitting FSRs (if applicable) – See attached Grant/Subgrant Cash Management and Cash Request
X	Program Reports as required (if applicable – see Master Grant Agreement)

Program Operations and Reports

Per Minnesota Statutes 116L.667, the Rural Career Counseling Coordinators program includes the following:

Subdivision 1. Requirement.

Each workforce service area located outside of the metropolitan area, as defined in section 473.121, subdivision 2, except for a service area that serves a single city outside of the metropolitan area, must have a career counseling coordinator who is responsible for improving coordination and

communication of workforce development programs and services within the workforce service area, with other workforce service areas and career counseling coordinators, and with administering agencies. A career counseling coordinator may serve as the coordinator for up to two service areas.

Subd. 2. Responsibilities.

A career counseling coordinator is responsible for:

- (1) understanding the needs of existing, new, and prospective service area businesses in regard to workforce development programs, resources, and other services;**
- (2) connecting job seekers, secondary and higher education institutions, employers, and other stakeholders and partners;**
- (3) providing services to job seekers including career counseling, training, and work experience opportunities;**
- (4) assessing and compiling information about all workforce development programs and services offered in the assigned workforce service area, including adult basic education programs and programs and services at higher education institutions and kindergarten through grade 12 schools;**
- (5) making recommendations to the commissioner regarding ways to improve career counseling coordination, possible program changes, and new workforce programs or initiatives;**
- (6) sharing best practices and collaborating with other career counseling coordinators to promote and enable state-level coordination among workforce development programs and administering agencies including, but not limited to, the Departments of Employment and Economic Development, Education, and Labor and Industry, and the Office of Higher Education; and**
- (7) promoting available workforce development and career counseling programs and resources in the workforce service area.**

Subd. 3. Reporting; consolidation.

The workforce council in each of the workforce service areas having a career counseling coordinator shall submit an annual report to the commissioner that includes, but is not limited to, a narrative of and the number of businesses, job seekers, and other stakeholders served by the career counseling coordinator function, an accounting of workforce development and career counseling programs and services offered in the assigned workforce service area, and any recommendations for changes to workforce development efforts in the workforce service area. Beginning January 15, 2016, and each year thereafter, the commissioner shall consolidate the reports and submit the consolidated report to the legislative committees with jurisdiction over economic development and workforce policy and finance.

ATTACHMENT 3

DEED staff will coordinate with the Rural Career counseling coordinators to consolidate a report to the Commissioner, which will in turn be submitted to concerned legislators.

Acronyms

CCR – Central Contractor Registration	FFATA – Federal Funding Accountability and Transparency Act
CFDA – Catalog of Federal Domestic Assistance	FPO – Federal Project Operator
COFAR – Council on Financial Assistance Reform	GAAP – Generally Accepted Accounting Principles
COSO – Committee of Sponsoring Organizations	NGA – Notice of Grant Action (DEED)
D & B – Dun and Bradstreet	NOO – Notice of Obligation (from DOL)
DOL – Department of Labor	OMB – Office of Management Budget
DUNS – Data Universal Numbering System	PII – Personally Identifiable Information
ETA – Employment & Training Administration	R & D – Research and Development
FAIN – Federal Award Identification Number	TEGL – Training & Employment Guidance Letter
	WIOA – Workforce Innovation & Opportunity Act

Region 3 Leadership and Planning Board Mission, Vision, Values, Statement of Purpose, Guiding Principles, & Goals

VISION

The Region 3 Leadership and Planning Board is committed to the establishment of regional strategies that are progressive, innovative, collaborative, and responsive to the needs of its communities within the 13-county region.

MISSION

To improve the economic prosperity of business and jobseekers in Region 3 by collaborating with key stakeholders to provide successful solutions to workforce, education, and economic development needs.

STATEMENT OF VALUES

The Region 3 Leadership and Planning Board:

- Values trust, fairness, and integrity in all interactions.
- Promotes opportunities for jobseekers to find gainful employment and for employers to find skilled labor.
- Embraces diverse and immigrant populations and promotes hiring within the communities.
- Establishes itself as the regional convener of workforce, education, and economic development.
- Encourages stakeholder participation in finding responsive solutions to workforce needs through analysis of regional labor market data and the cooperative development of regional service strategies.

STATEMENT OF PURPOSE

Under the Workforce Innovations and Opportunity Act of 2014 (WIOA), the purpose of the regional board includes these regional collaborations:

- Prepare the regional plan.
- Establish regional service strategies, including cooperative service delivery agreements.
- Develop and implement sector initiatives for in-demand industry sectors or occupations in the region.
- Collect and analyze regional labor market data (in conjunction with the state).
- Establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.
- Coordinate supportive services, as appropriate, for the region.
- Coordinate services with the region's economic development providers.
- Establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the Governor on local levels of performance for, and report on, the performance accountability measures for the local areas or the planning region.
- MFIP/TANF/SNAP agencies

GUIDING PRINCIPLES FOR ASSESSMENT OF THE REGION 3 LEADERSHIP AND PLANNING BOARD'S PROGRESS

The Region 3 Leadership and Planning Board will continue to review and assess its work by establishing continuous improvement and assessment processes to ensure success, including

- **Collaboration:** Establish the board(s) as the convener of workforce development, education, and economic development in the region and local areas
- **Value Stakeholders:** Value stakeholder input, bring key stakeholders to the table in order to provide progressive, innovative, collaborative, and responsive solutions to regional issues and needs
- **Effective Communication:** Integrate information, sharing with local workforce boards and key stakeholders
- **Promote Diversity:** Understand and respect individuals, increase staff hiring in diverse populations, promote diverse populations in the employer community, etc.
- **Ethical Decision Making:** Keep the clients, both jobseeker and employer, as the focal point of all decision making in the region
- **Partnerships:** Maintain and develop existing and new One-Stop partnerships that lead to the cooperative and coordinated delivery of unduplicated workforce development programs and services in the region; focused on quality customer service delivery to jobseekers and employers

REGION 3 LEADERSHIP AND PLANNING BOARD GOALS (R3LPB)

1. Develop Regional Memorandum of Understanding (MOU)

- a. Develop a regional board MOU (Memorandum of Understanding), define the purpose, board membership, regional responsibilities, methodology, duration and modifications, dispute resolution, and other policy provisions, and certification of members.
- b. The R3LPB will schedule quarterly meetings and other meetings as needed.
- c. The R3LPB will elect officers among the voting members of its board, a chair and vice chair, one officer from each LWDA. For example, if the board chair is elected from LWDA 17, the vice chair must be elected from LWDA 5. In addition, only voting members may be elected as an officer of the R3LPB, with the exception of the two LWDA directors.
- d. Minutes of the R3LPB will be sent to the SBETC (Stearns-Benton Employment & Training Council-LWDA 17) and the Central Minnesota Jobs and Training Services, Inc. Workforce Development Board (CMJTS WDB-LWDA 5) to be placed on their local board agendas for review and information.

2. Regional Plan

- a. "The State, after consultation with local boards and chief elected officials for the planning regions, shall require the local boards and chief elected officials within the planning region to prepare, submit, and obtain approval of a single regional plan that includes a description of the activities described in the Act and that incorporates local plans each of the local areas in the planning region. The State shall provide technical assistance and labor market data, as requested by local areas, to assist with such regional planning and subsequent service delivery efforts." (WIOA, Section 106 (a)(c)(2))
- b. The R3LPB Regional Plan will be completed and approved by the R3LPB at their April board meeting. The approved regional plan will then go to both LWDA 5 (CMJTS) and

LWDA 17 (SBETC) workforce boards for approval and combined with their perspective local plans at their local WDB meetings and submitted to DEED in May 2016.

- c. Once the regional and local plans are approved by the aforementioned boards, the Plan will be posted for a 30-day public review on the CMJTS and SBETC websites for public comment.
- d. The R3LPB will hold the WDB and JPB officers of each LWDB responsible for reporting the success of following the regional and local plans in the 13-county region.

3. Joint Workforce Development Board Meetings

- a. A joint meeting of the two local area boards of SBETC and CMJTS WDB will be scheduled, a minimum of two meetings, annually.
- b. The first scheduled Joint meeting will occur on June 10, 2016. The agenda will include:
 - Introduction to the R3LPB members and their purpose under WIOA
 - Regional Selection
 - R3LPB Structure and Strategies over the six months
 - R3LPB Memorandum of Understanding (MOU)
 - R3LPB Vision, Mission, Values, Purpose, Guiding Principles and Goals
 - Condition of the economy and labor market Information
 - Guest speaker on sector strategies (health care and/or manufacturing)
 - Coordinated grant opportunities between SBETC and CMJTS
 - Final review of the Regional 3 Plan: its governance and implementation

4. Stakeholder Engagement

- a. R3LPB will convene WIOA core partners and community stakeholders to establish regional strategies that are both progressive and responsive to the needs of its communities within the 13-county region.
- b. Community partners and industry experts will be invited to R3LPB meetings to share information for regional strategy development.
- c. Key stakeholders will be convened to identify solutions to sector needs, and may include:
 - Adult Basic Education
 - Community Action agencies
 - Carl D. Perkins Career and Technical Education; MnSCU
 - Vocational Rehabilitation Services
 - Job Service; Business Services
 - WIOA Title 1: Employment and Training Services
 - Jobs for Veterans
 - Community-based organizations
 - Initiative Foundations
 - City, state, and county officials, including social services organizations
 - Labor and apprenticeship training organizations
 - Economic development professionals
 - High school superintendents, teachers; area ALCs
 - Wright County Technical School

- Community leaders of immigrant populations and diverse populations
 - Senior services organizations
 - Other stakeholders as requested
- d. October 14, 2016, Stakeholder event: Stakeholders will convene at a special event designed by the R3LPB, SBETC, and CMJTS WDB to address major workforce sector issues in Region 3.
- For example, labor market data reports that **healthcare** is the largest industry in central Minnesota with 47,896 jobs while 60% of all new jobs in the past 10 years were from this sector. Therefore, R3LPB invited **CentraCare Health**, the number one employer of health care services in central Minnesota, to present their gap analysis to the board. David Borgert, director of Community & Government Relations, CentraCare Health, presented a strategic analysis of the assessment, gap analysis, and action plans his organization took to address the recruitment and retention of health care workers and the future of the nursing workforce. The fastest growing subsector with health care is ambulatory health care with an incredible 62% increase in growth from 2005-2015, all other positions follow this same increase and need. CentraCare Health is addressing the shortage of healthcare workers in the next two years, with over 400 high-paying jobs unfilled and a possible 30% of the industries employees retiring in the next five years. Stakeholders will be key to addressing these needs in our community. Designing solutions that assist in the search and training of positions in all areas, from pharmacy technicians and home health aides to orderlies, medical and clinical laboratory technologists, registered nurses, nursing assistants, nurse practitioners, surgical technologist, physician's assistants, and so on. Health care continues to be an open field for jobseekers to find work. But finding qualified workers is difficult. Key stakeholders will gather at the October event to solve this problem.
 - The next largest industry in central Minnesota is **manufacturing**, with 40,530 jobs at 1,168 firms. In fact, manufacturing has gained more jobs in the past five years than any other firm in the region. The R3LPB invited Les Engel, metallurgical engineer, Engel Metallurgical Ltd. and president of **Central Minnesota Manufacturing Association (CMMA)** to the board to describe the condition of the regional workforce needs in manufacturing and share data with the board. R3LPB will be partnering with CMMA and its large manufacturing base of employers at a summer CMMA meeting to help find solutions for this important sector and align services to meet the needs of manufacturers in central Minnesota's Region 3.
 - Furthermore, **retail trade** is the third largest industry in central Minnesota, with 34,887 jobs at 2,324 establishments. However, wages are relatively low in retail trade, but advancement to higher paying jobs within the industry will be addressed in the retail grant received for the region.
- e. The CMJTS WDB's Communications and Government Relations Committee and SBETC's committee will collaborate with the R3LPB and coordinate its assigned events.

5. Disparities and Immigrant Populations

- a. Several R3LPB events are scheduled in Planning Region 3 to engage and address issues and concerns of populations experiencing barriers to employment, they include:
 - March 30, 2016, Hiring Immigrant Workforce 101: A panel of employers experienced in hiring the immigrant population, connect with community resources. This opportunity was developed to learn about best practices, provide a safe space to share and openly discuss with others the successes and difficulties hiring and retaining this important population.
 - April 27, 2016, Job Seeker Forum: This event will be held at the Great River Regional Library in St. Cloud, Minnesota. It will include a conversation with immigrant jobseekers about the challenges of finding and keeping a job while adjusting to the American workplace.
 - June 2016, Employer Discussion II: A follow-up discussion with employers will occur as a result of the March 30, 2016, event. Action steps will be identified and taken to support the vision and ensure the success of matching employers' needs with the specific workforce needs of the immigrant population.
 - August 2016, Job Seeker Preparation: This event will prepare immigrant jobseekers for the upcoming Job and Career Fair scheduled to take place in October 2016.
 - October 2016, Job and Career Fair: This Job and Career Fair will be a culmination of the previous forum discussions (outlined above)—bridging the workforce needs of both jobseekers and employers.
 - NOTE: The aforementioned events are sponsored by SBETC in direct collaboration with the St. Cloud Area Immigrant Employment Connection Collaborative, chaired by Tammy Biery, SBETC executive director. (See Attachment EE)
 - April 8, 2016, The Face of Your New Employee—Workplace Diversity: Is sponsored by CMJTS WDB's Community and Government Relations Committee (CGR). The focus of this business summit will promote diversity in the workplace. Today's workforce is changing to include people with disabilities, those changing careers, and immigrants. Key stakeholders will join representatives from across central Minnesota as they identify regional demographics by age group, diversity, disabilities, and retirement in the workplace. Attendees will hear from business professionals about challenges they face in filling positions, retaining employees, and changes or accommodations made in the work environment. Participants will leave the event with valuable information as they look at the "face of your new employee—workplace diversity."
 - SBETC and CMJTS will invite each other's board members and staff to attend the aforementioned events on workplace diversity. This is the beginning of developing

new joint initiatives going forward, inviting key stakeholders to work together to solve regional workforce concerns, and addressing community needs in Workforce Development Planning Region 3.

- Over the two-year planning cycle, R3LPB will continue to invite key stakeholders to the board and its special events to discuss regional concerns, to ensure that partner engagement includes diverse populations, specifically populations experiencing barriers to employment, and collaboratively developing innovative solutions to address community concerns.

6. Regional Assessment/Asset Mapping

- a. A regional assessment and a regional profile will be conducted of central Minnesota economic development regions 6E, 7E, and 7W: will be completed by Luke Greiner by February 2016.
- b. This profile will include central Minnesota demographics, population by age groups, population projections by age group for 2015-2035, population by race, labor force date, labor force projections for 2015-2025, employment characteristics, unemployment rates, commute shed and labor shed data, incomes, wages and occupations, per capita incomes, cost of living, wages and occupations, job vacancy survey, occupations in demand, employment projections, economy-industry employment, distinguishing industries, industry projections, employer by size class, nonemployee establishments, census of agriculture, etc.
- c. Central Minnesota regional profile data will be shared with key stakeholders in the region (and at R3LPB events) and used in all decision making for the establishment of regional strategies that are both progressive and responsive to the needs of its communities within in the 13-county region.
- d. In addition, a Region 3 Asset Mapping Strategy will be evaluated for its effectiveness and implementation in Region 3. First, R3LPB will determine if an asset map already exists in the region. Next, if the R3LPB does not find an existing asset map, they will determine if it would be beneficial to the region and seek outside funding sources to complete the project.
 - Note: 2006 WIRED Talent Driving Prosperity: The U.S. Department of Labor Employment and Training Administration (ETA) commissioned an asset mapping “roadmap” to provide guidance to regions seeking to strengthen their competitive position in the global economy. Asset mapping is a critical first step in marshaling the resources that a community can leverage to support integrated workforce and economic development initiatives.
 - According to Webster’s Second International Unabridged Dictionary, an asset is “any item of value.” To achieve its economic and workforce development goals, every region has its own unique set of assets—tangible and intangible—to call upon. While these resources may or may not provide an advantage over other regions with similar goals, they do provide the foundation for actions that a region can take in realistic hopes of improving its overall competitive position. As described below, asset mapping can be taken to different levels, depending on resources, time

available, and the ambitions of a regional leadership team. At its most basic level, the asset mapping process will provide leaders with an inventory of key resources that can be incorporated into a development effort. A more comprehensive asset mapping initiative will provide a deep understanding of the key networks and cultural attitudes that shape the regional economy, indicate “gap” areas that require further investment, and provide a baseline by which to judge future progress toward regional prosperity. Such an effort requires significant research to assess the impact of regional assets—human, financial, institutional, and natural among others—on the innovation and productivity that ultimately drive the prosperity of local citizens.

- The US DOL guidebook is designed to help regional leaders understand the theory and practice of asset mapping, make a decision about what level of asset mapping is appropriate, and provide an easy-to-use guide for implementation. It has been customized for regions participating in ETA’s Workforce Innovation in Regional Economic Development or WIRED projects. The R3LPB will research Minnesota LWDA to find those who were involved in the project in 2006 and enlist their support in finding successes and failures of the initiative.

7. Consistent Communication

- a. R3LPB agendas and minutes will be shared with CMJTS and SBETC WDBs and governing boards by placing them on monthly WDB and JPB agendas.
- b. R3LPB officers will be responsible for presenting key information to the LWDBs to report all regional progress and successful planning initiatives.
- c. In addition, the R3LPB elected officers and LWDA executive directors will be the liaisons between the regional and local boards, One-Stop core partners, DEED, GWDB, and key stakeholders.
- d. Special event invitations and “save the date” cards will be emailed to stakeholders or invitations sent via email, or in the newspaper.
- e. Joint Region 3 grant awards will be posted on websites, in local newspapers, etc.

8. Develop and Conduct an Evaluation Process for the following

- a. R3LPB will develop an evaluation process to ensure successful implementation of the region and local plans.
- b. WIOA Employer Engagement performance measures will be reviewed once WIOA regulations are out in June 2016 and a policy of measurement and evaluation procedures is developed.
- c. Evaluate Region 3 WorkForce Centers and Core Partners for:
 - Human-Centered Design to improve access to and the quality of services needed by people of color, individuals with disabilities, disconnected youth, and others with barriers to sustaining employment. LWDA will hire staff reflecting the diversity of its communities, make materials and websites accessible in alternate formats, and employ outreach strategies that engage the jobseeker, who will be asked for input in the development and redesign of career service strategies.
 - WIOA Core Partner Participation (Title I, Title II, Title III, Title IV) and other partners identified in the Act: review WFC Partner MOUs; require all titled partners to submit

the following to the regional board: budgets, operations, including audits and lines of authority, staff development and qualifications, and business engagement methods; become the review board for partner disputes on cost allocation plans, when requested by the LWDBs

- Support a common agenda that focuses on sector strategies utilizing Career Pathways in the selected industries, ensuring that regional key stakeholders, such as Adult Basic Education (ABE), Minnesota State Colleges and Universities (MnSCU) career and technical colleges, and employers are collaborating to find solutions to sector initiatives.
- Using the Minnesota State Colleges and Universities (MnSCU) Career and Education Resource Report (on ISEEK), find solutions to the “lack of soft skills” problem facing Minnesota and Planning Region 3.
 - i Example: Develop better jobseeker training where employers attend training sessions to address employee attendance, quality of work, and discipline in the workplace, time management, teamwork, and the interview process; describe what type of person they will hire and what barriers keep employers from hiring, no matter how talented jobseekers are. Employers report that they don’t hire because a jobseeker cannot pass the drug test, lack of soft skills, lack of self-worth that gets in the way of their success at work, can’t balance home and work, job-jump, fail to communicate when they can’t come into work that day, have many excuses, can’t read or do basic math, lack personal skills, can’t get along with anyone on the job, or won’t follow workforce rules.

**WORKFORCE DEVELOPMENT PLANNING REGION 3
Memorandum of Understanding**

This Memorandum of Understanding (MOU) for Planning Region 3 is entered into by and between the following entities of Local Workforce Development Areas (LWDA): (see map)

Central Minnesota Workforce Development Board – LWDA 5
Central Minnesota Jobs & Training Services, Inc. Joint Powers Board – LWDA 5
Stearns-Benton Workforce Council – LWDA 17
Stearns-Benton Employment & Training Council Joint Powers Board – LWDA 17

The purpose of this MOU is to establish an agreement among the aforementioned parties to meet employer and jobseeker workforce development needs in the context of regional planning, through the coordination of resources, collection, and analysis of regional labor market data, development and implementation of sector initiatives, leveraging of funding for the region, and writing for and management of grant submissions.

I. Introduction

The parties enter into this agreement in response to the following principles:

- A. Each Local Workforce Development Area (LWDA) will maintain their local identities and come together as Planning Region 3, the 13-county area.
- B. LWDAs, under the Workforce Innovation and Opportunity Act (WIOA) of 2014, encourage coordination across LWDA boundaries to meet employer and jobseeker needs.
- C. The Region 3 Leadership and Planning Board has the responsibility to understand the workforce development needs of employers and jobseekers to convene and facilitate responses to these needs, establish priorities for resources based on these needs, set goals and metrics to report on results, and communicate the strategies developed to address the identified needs, and adjust as necessary.

II. Regional Response

LWDA 5 and LWDA 17 agree to:

- A. Review labor market and economic information about the region, including identification and status of strategic industries, as well as employer and jobseeker needs. After reviewing this data, select a minimum of two regional sectors to support.
- B. Explore opportunities to share resources and to seek additional resources (including leveraging state and federal funds) to meet mutually identified needs of employers and jobseekers in the region.

- C. Organize and create a regional vision that is employer-driven based on employer needs, identify lead industry and regional partnerships (champions), and create solutions based on those needs.
- D. Collaborate with WorkForce Center partners, e.g., Adult education and literacy, career and technical education, Wagner-Peyser, Vocational Rehabilitation Services, higher education, and community partners.
- E. Follow the provisions for the Regional Planning process set forth in WIOA, Section 106 (c) (1), as follows:
 - Establish regional service strategies, including cooperative agreements
 - Develop and implement sector initiatives for in-demand industry sectors/occupations
 - Collect and analyze regional labor market data
 - Establish administrative cost arrangements, as appropriate, for the region
 - Coordinate transportation and other support services, as appropriate, for the region
 - Coordinate services with regional economic development providers

III. Methodology

The LWDA board chair and vice chair, local chief elected official (LCEO) chair and vice chair, and LWDA directors from LWDA 5 and 17 will meet on a quarterly basis or as needed. LWDA directors participate in the Minnesota Workforce Council Association's (MWCA) Operations Committee and its committees for statewide coordination and will meet as necessary on a project/needs basis, involving workforce board chairs and LCEO chairs, as necessary and appropriate.

IV. Duration and Modification

This MOU shall commence on the date of the last signature and will remain in effect until otherwise determined by federal law, in conjunction with regional planning provisions.

V. Dispute Resolution

Should any disputes or grievances over the MOU or work being done under the MOU require resolution, the partners to this MOU will address it as follows:

- A. The LWDA that identified the dispute/grievance shall initiate a meeting with the chairs and director of the LWDA with whom there is a dispute/grievance, the purpose of which is the resolution of the dispute/grievance. If the dispute/grievance is resolved, documentation of the dispute/grievance and the action to be taken in resolution shall be documented in writing and maintained in the administrative offices of the LWDA's involved in the dispute.
- B. If no resolution is achieved through Step A outlined above, the parties of the dispute/grievance shall request a mediator to review the written or verbal


dispute/grievance and make recommendations for resolution. The mediator must be approved by each party involved with the dispute/grievance.

VI. Other Provisions

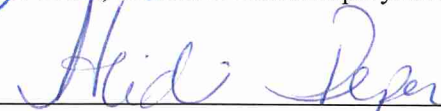
- A. Functions or separateness mandated by federal, state, or local laws, rules, regulations, or guidelines will not be violated or abridged in the pursuit of these MOU activities.
- B. Employer and jobseeker information will be shared with LWDA partners subject to confidentiality constraints and other program requirements.
- C. All partners will be responsible for compliance with existing federal, state, and local laws, rules, regulations, program policy, individual performance measures, and directives.
- D. This agreement is non-financial in nature.
- E. Provision for modification may occur with *Roberts Rules of Order*.

VII. Certification

By signing this agreement, all parties agree that the provisions contained herein are subject to all applicable federal, state, and local laws, regulations, and policies relating to non-discrimination, veterans priority of service, equal opportunity, displacement, privacy rights of individuals, and maintenance of records and other confidential information relating to customers and funding sources. By signatures affixed below, the parties specify their agreement.


 _____ 2/26/16
Chair, Stearns-Benton Employment & Training Joint Powers Board Date

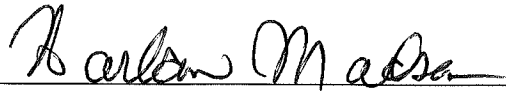
 _____ 2-26-16
Vice Chair, Stearns-Benton Employment & Training Joint Powers Board Date

 _____ 2/26/16
Chair, Stearns-Benton Workforce Council Date


 _____ 2/1/16
Vice Chair, Stearns-Benton Workforce Council Date

 _____ 2/26/16
Executive Director, Stearns-Benton Employment & Training Council (LWDA 17) Date


Chair, Central Minnesota Jobs & Training Services, Inc. Joint Powers Board
Date 26 Feb 16

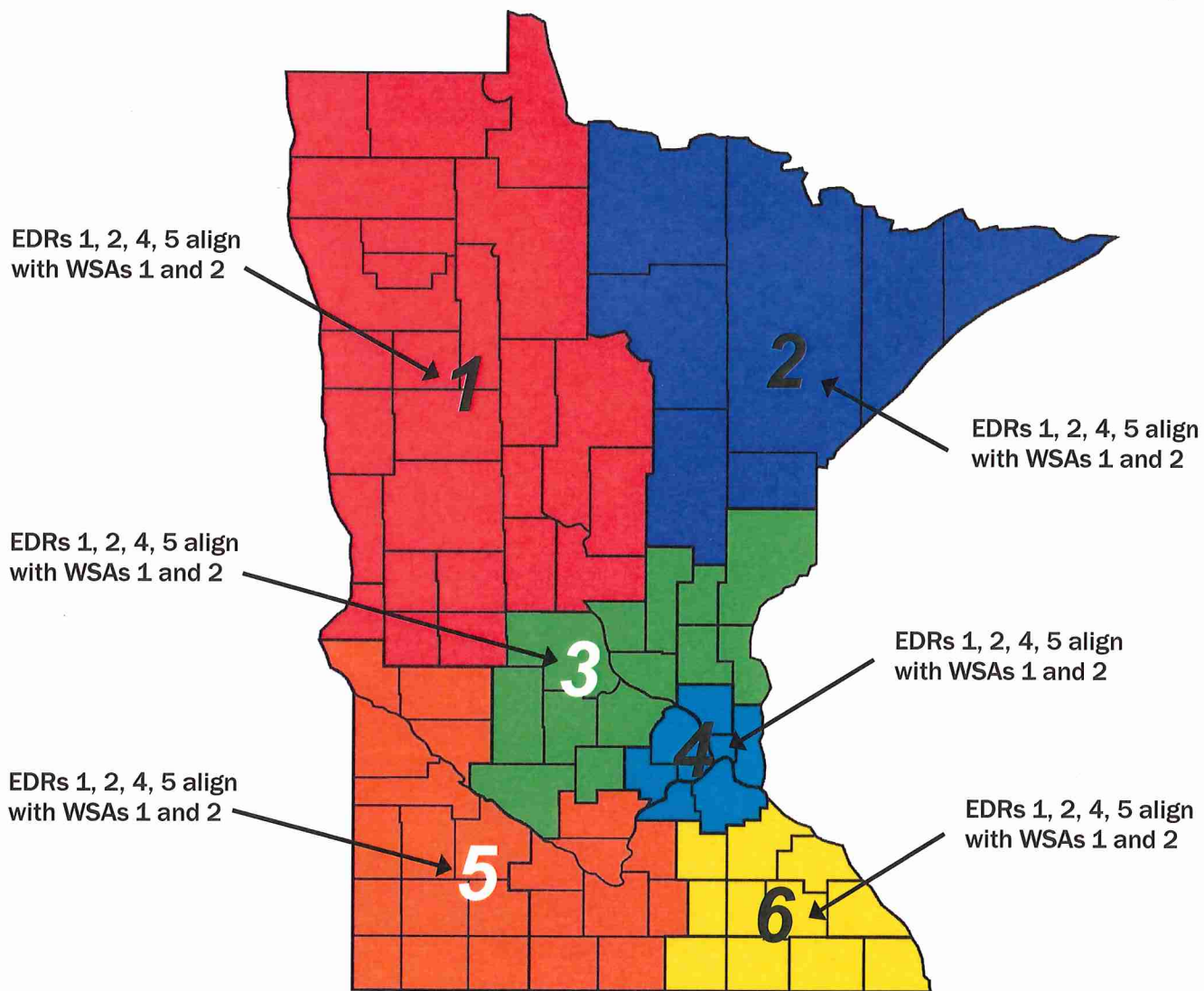

Vice Chair, Central Minnesota Jobs & Training Services, Inc. Joint Powers Board
Date 3-18-16

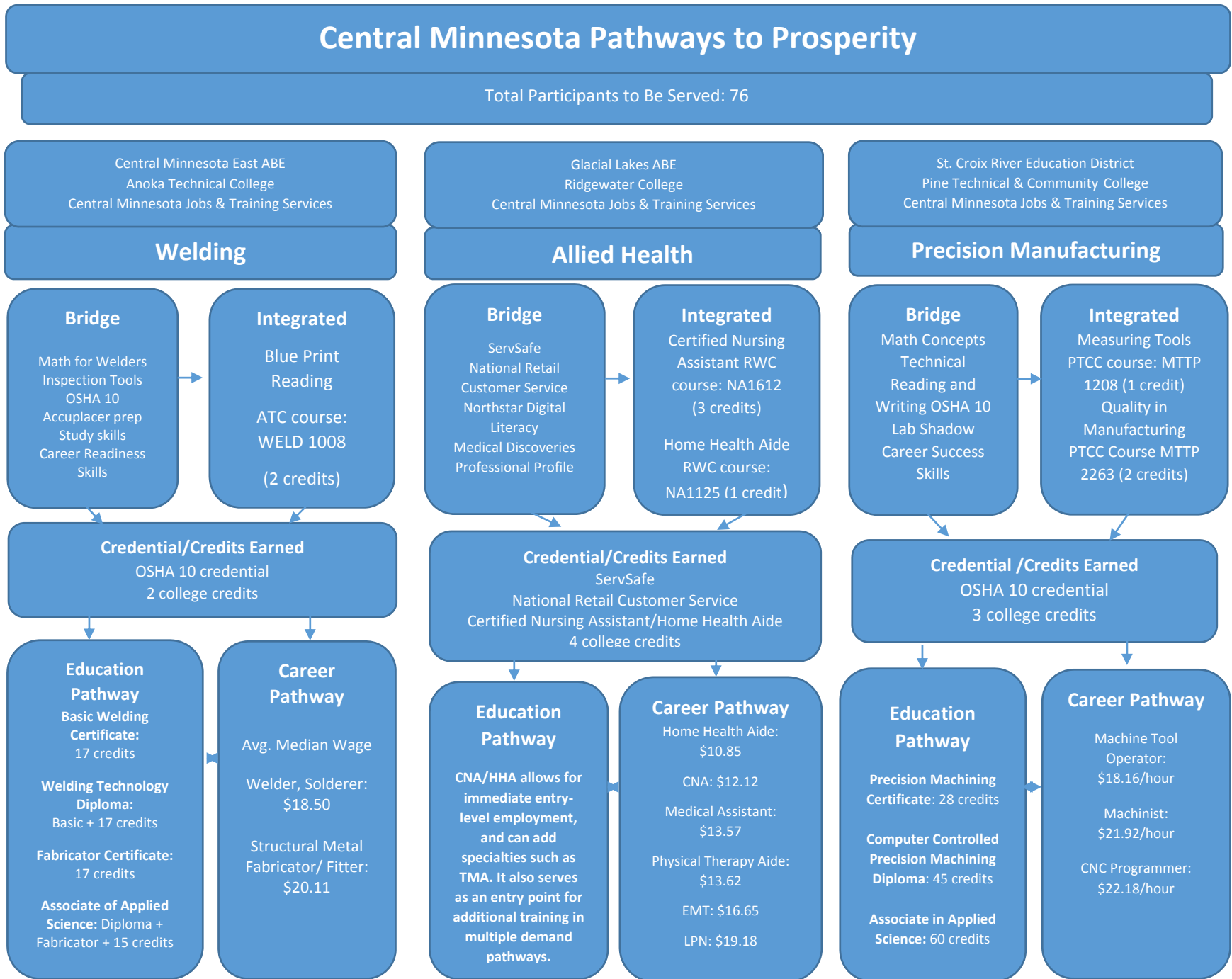

Chair, Central Minnesota Workforce Development Board
Date 02/26/16


Vice Chair, Central Minnesota Workforce Development
Date 2/26/2016


Executive Director, Central Minnesota Jobs & Training Services, Inc. (LWDA 5)
Date 2/26/2016

Minnesota's Regional Planning Areas

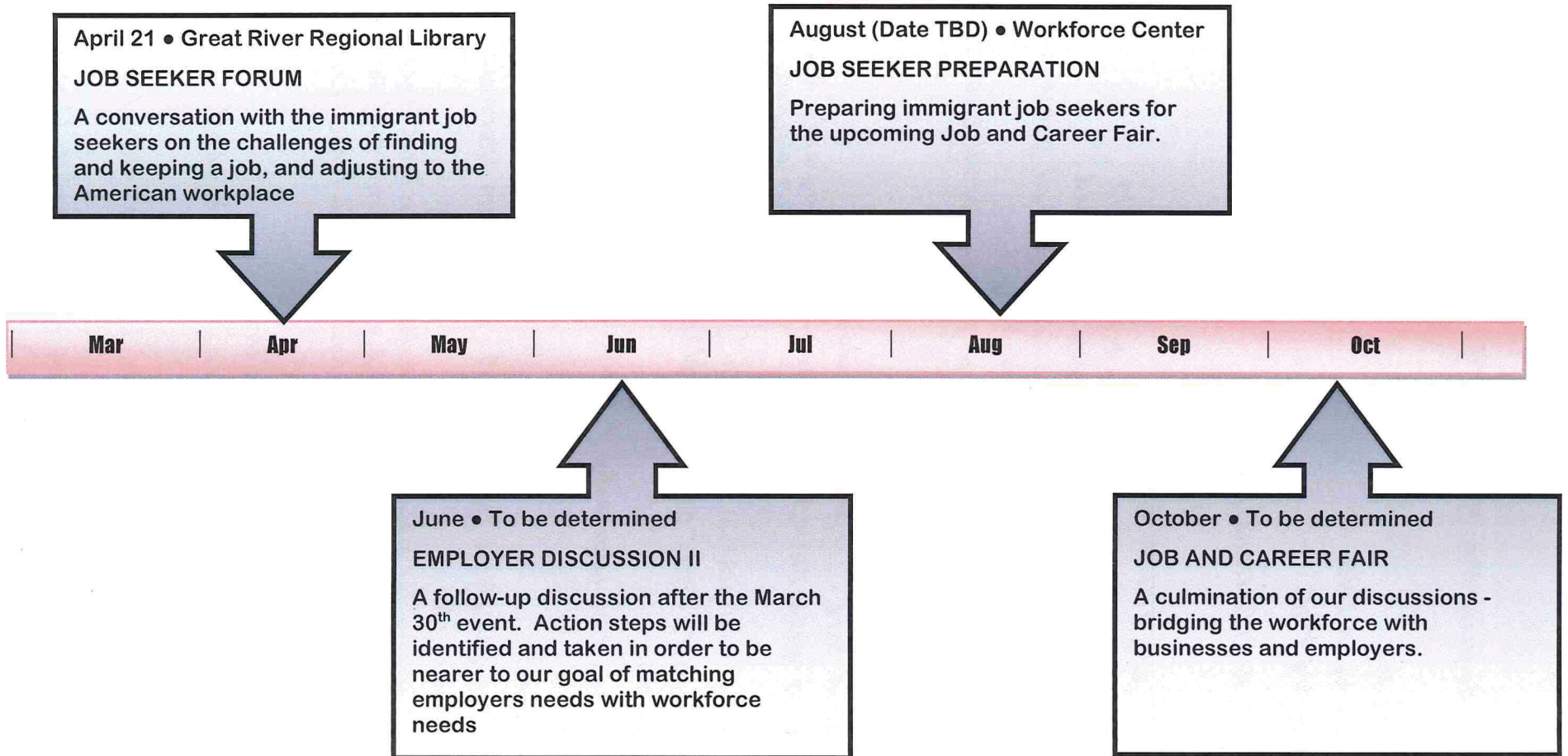




St Cloud Area Immigrant Employment Connection Collaborative

Continuing our Conversation...

Looking Ahead in 2016



CATHOLIC CHARITIES • CENTRAL MINNESOTA COMMUNITY EMPOWERMENT ORGANIZATION • DEED - ST CLOUD WORKFORCE CENTER • GREATER ST CLOUD DEVELOPMENT CORPORATION • INITIATIVE FOUNDATION • RESOURCE, INC • SAINT CLOUD STATE UNIVERSITY • STEARNS-BENTON EMPLOYMENT & TRAINING COUNCIL • UNITED WAY OF CENTRAL MINNESOTA • VIKING COCA COLA

SECTION B: LOCAL PLAN

Strategic Operations: *The core elements of strategic operations focuses on operating policies and procedures related to the one-stop system and physical locations of service delivery.*

1. Describe how local area boards will work with each other, core title providers and available data to designate at least one Workforce Center per local workforce development area and make recommendations on recognizing affiliate and stand alone partner sites.

Stearns-Benton Employment & Training Council (SBETC) local board designated a single Workforce Center to serve Stearns and Benton Counties. The Workforce Center is strategically located in the St. Cloud Technical & Community College in Stearns County, closely bordering Sauk Rapids, the largest city in Benton County. The Workforce Center is easily accessed by public transportation and offers free parking.

The St. Cloud Workforce Center includes the following core partners:

- Stearns-Benton Employment & Training Council – Title I
- Job Service – Wagner-Peyser)
- State Services for the Blind (SSB)
- Vocational Rehabilitation Services (VRS)
- MFIP/TANF and SNAP Consultant from Resource, Inc.

Space is available for community partners as requested. For example, Adult Basic Education utilizes the computer lab for trainings on a bi-weekly basis. Also, many community meetings, including core title providers, are held at the St. Cloud Workforce Center.

2. Describe the strategies to ensure proper connectivity and coordination among the **physical sites** within the local workforce development area.

St. Cloud has one Workforce Center to serve Stearns and Benton counties.

3. Describe the strategies to ensure proper connectivity and coordination among the **service providers** within the local workforce development area.

Monthly meetings are held amongst the Workforce Center Partners to strive for a proactive approach to customer service, safety, cost allocation planning, and security. In addition to addressing the basic needs of the center, leaders work towards optimizing staffing levels, share programmatic changes and strategic initiatives are brainstormed and planned. SBETC and the other St. Cloud Workforce Center partners have begun the lease renewal process and are re-evaluating space needs in order to maximize efficiency. Representatives from the St. Cloud Technical & Community College (SCTCC) also attend the monthly partners meeting to increase communications and to provide a seamless service approach from a facilities standpoint.

SBETC hosts quarterly meetings with Community Partners who have joined in on the Memorandum of Understanding (MOU Partners) in efforts to communicate and update partners on the work that is being planned and completed by their organizations. Partners are encouraged to provide programmatic updates,

increasing communication and identifying opportunities for collaboration.

4. Describe other strategies that will be used to maximize services and access to services, such as non-traditional hours or using partner facilities.

The St. Cloud Workforce Center's current hours of operation are 8am – 4:30pm, Monday – Friday. The Workforce Center is present at job fairs in the area. Also, special sessions are held outside of business hours to support SBETC programs, usually held at a partner's facility or business location. Special arrangements can be made to meet the needs of clients outside of the normal hours of operation.

In February 2016, changes were made to job descriptions to take a proactive approach and strengthen SBETC's outreach in the community, increasing representation at community events. Staff are able to flex their schedule to meet the needs of clients.

5. Describe the strategic approaches to ensure all elements of Career Services are available at service locations or online, including services for youth and individuals with barriers to employment or service access.

SBETC demonstrates excellent capacity for providing career pathway services to participants. 1:1 career planning provides in-depth career assessment and exploration identifying marketable and strategic career goals. Not all career goals can be met due to limitations in funding and participant life needs/limitations such as limited financial resources for long-term training. In these situations, credentialed training to begin a career pathway is identified and supported. Support services exist within program funds to assist individuals while in training. Job search and placement preparation assistance is available from Career Planners, who direct participants to access the many job placement assistance opportunities including Minnesotaworks.net. Additionally, follow up contact is maintained for one year, with helpful retention information shared with individuals. SBETC coordinates with other LWDA's through the Minnesota Workforce Council Association.

SBETC has been convening partners in the development of career pathways since the inception of WIA and "School-to-Work." SBETC has worked with partners to offer "Academies" through ABE and SCTCC partners. SBETC was a FastTRAC grant recipient for "Manufacturing Futures" which was used for the "On Ramp" activity for the TAA/CCCT Grant in manufacturing. SBETC also received the Careers in Manufacturing and Production (CMAP) Adult Competitive grant and the GNP Company FastTRAC grant which also provided participants with a clear career pathway. SBETC coordinates with other LWDA's through the MWCA and with other FastTRAC grantees to continue to build capacity.

Job Service: Job Service staff provide information to customers about educational programs and financial aid related to their career choices and make referrals to appropriate programs that may assist them to pursue their career objective. Job Service staff work with universal customers to explore career choices, do skills assessments, and present educational options including referrals to appropriate resources that may assist the individual to obtain their career goal. Individuals who are close to completing or have obtained their credential are assisted in preparing their resume, provided information to enhance their interviewing skills, and receive assistance to use MinnesotaWorks.net to locate job vacancies and post a resume viewable by employers.

Employers from private and public sectors provide input to the curriculum content of the job search workshops facilitated by Job Service staff.

VRS: All High Schools in Benton and Stearns counties are served by a Vocational Rehabilitation Counselor who participates in the development and coordination of the vocational portion of the disabled student's Individualized Education Plan. Primary services include career counseling and planning for employment. Training and/or education are frequent services. The goal is to assist the consumer to become employed to their full potential.

SSB: SSB assists all eligible clients to explore their unique career potential. This would include eligible individuals considering career pathways programs.

6. Describe strategies that will be used to leverage technology for services and ensure compliance with accessibility standards.

SBETC has recently completed a restructuring of its technology infrastructure in order to allow SBETC to be more mobile, supporting the need to be a service rather than a place. This restructure will allow SBETC the ability to expand outreach and conduct work outside of its physical location.

There is currently an initiative to rebrand Workforce Centers statewide. SBETC's Executive Director is a member of the committee driving this initiative, which has the potential (depending on budget) to improve the perception and experience of customers, including technology. The Program Manager is on the Technology and Job Seeker Services Committees.

SBETC is working on rebranding also. Within the scope of this project is improving the agency's website and adding social media platforms to the marketing and outreach plan.

7. Describe how supportive services, such as transportation and other needs, will be coordinated to better serve individuals with specific barriers to training, education and employment.

SBETC only issues supportive services to clients with a financial barrier to employment. Support Services are given based on financial need and are dependent upon funding availability. Clients are made aware of this at their initial orientation session. During intake, each client completes a monthly financial budget form that determines their need for support in relation to their employment or training plan. A need is classified by a deficit between the total money in and money out each month. All sources of household income are included in determining whether or not a need exists.

If a client is approved to pursue a training pathway, they must detail how they will meet their monthly financial obligations prior to final approval of the training plan. Per Local policy, support services cannot exceed \$1550.00 per client per program year. This policy can be waived by the SBETC Program Manager. Waivers are reviewed quarterly by the SBETC leadership team. There are also limits for support for different categories such as transportation, housing, clothing, tools, childcare and healthcare. SBETC chooses to issue supportive services on a "first come, first served" basis and assist clients as the need arises and as funds are available. The Program Manager and agency staff monitor the amounts very closely

and make adjustments as needed. For example, there are times when, as a team, it has been decided to only allow payments to be made to cover travel expenses related to job search or to reach approved training programs.

8. Describe how local area boards will ensure state policies on infrastructure funding requirements are adhered to and the process for addressing any discrepancies or disagreements.

A Memorandum of Understanding endorsed and signed by the current Local Area Board Chair and all current Workforce Center partner managers. A Cost Allocation Plan is in place and agreed upon and signed by all Workforce Center partner managers and reviewed by the Minnesota Department of Employment and Economic Development (DEED). The Cost Allocation Plan is updated as required and any changes in cost allocations due to discrepancies or disagreements are addressed at that time.

9. Describe how local area boards, who contract out for provider services, will ensure that providers fully participate in infrastructure funding requirements and the alignment of service delivery within the local workforce development area.

All current Workforce Center partners and contracted providers that have a presence in the Workforce Center are required to participate in a cost allocation plan (CAP) to fund the infrastructure of the Workforce Center. The Local Board, through the Program Committee, maintains an active role in monitoring service delivery by assisting the service provider in developing credential criteria and establishing policies. The Program Committee also reviews program performance, service evaluations, customer satisfaction and other reports to ensure quality of service delivery. Performance information is also presented to the Local Board on a consistent basis.

10. Describe how the Memorandum of Understanding will be developed and used to ensure commitment of resources from service providers and required partners.

SBETC has a Memorandum of Understanding (MOU) partner group and another with the Workforce Center partners. This group includes leadership representatives from multiple community service providers who meet quarterly to exchange information on new initiatives, updates on existing services, and to discuss opportunities to collaborate.

11. A. Describe the local area board's strategic vision and how it aligns with the designated state priorities under WIOA.

The Stearns-Benton Local Workforce Development Board is to provide leadership on current and emerging workforce issues in the region.

MISSION: We exist to provide comprehensive workforce development, helping community members acquire the skill, training, and experience to achieve economic security while meeting the human resource needs of local business and industry.

GOALS: 1) Grow the economic vitality of our communities by investing in strategic industries and occupations; 2) Ensure Minnesota (Stearns & Benton Counties) workers have opportunities to improve earning potential by acquiring, advancing and transferring their skills; and 3) Ensure compliance with the requirements of the Local Workforce Development Board per federal and state legislation.

With the changes brought forth by WIOA and with SBETC under new leadership, the board will embark on revising the strategic plan over the next two years. An emphasis will be made on community outreach and strengthening relationships with businesses.

- B. Describe the local area board's goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment.

The Stearns-Benton Workforce Development Board's focus is on maximizing ALL available labor, including new labor force entrants, mature workers, English language learners, youth and job seekers returning to workforce. Focus needs to be on preparing not just the entry level worker or retraining the dislocated worker but increasing the skills of incumbent workers and low wage, entry level workers to increase productivity.

Principles of the local WDB include:

1. Outcome Driven

"We may not guarantee employment but will guarantee employability"

Clients will be equipped to make career/job changes. Clients will learn about personal career goal setting; thereby learning independence.

2. Asset-based

We will build on client assets/strengths;

We will maximize all available resources by accessing community assets/services to meet goals;

We encourage client choice within program limits and the prudent use of resources;

We will maximize all available labor – age, gender, race, ethnicity, ability, etc.

Staff should establish and maintain a professional caring relationship that honors and encourages clients and provides them the best chance to succeed;

We nurture the diversity that enriches our community and we look for opportunities and exchanges to promote joint learning.

3. Learning rich and promotes lifelong learning

Services and resources are an investment in our clients and in our community for both strategic and long-term impact;

Clients will get credentialed training at a minimum; ideally they will start a college transcript with credit-based training so they may continue life-long learning;

The use of technology is to be incorporated to the degree possible in class offerings to promote skills;

Technology will also be used to build capacity by providing distance learning;

ABE and post-secondary should connect and address education gaps so that the

transition is seamless for students. (CASAS score gaps, Acuplacer/ABE gaps); post-secondary financial aid should not be used for developmental education courses; Contextual learning with a vocational content should be the format for remediation/ABE;

Clients who are pre-literate in any language should learn daily living skills as they relate to employability. ESL courses must incorporate daily English speaking exchanges, demonstrations, presentations (practice, practice, practice).

Credential requirements of TEGL No. 14-08 are implemented.

SBETC leads the Immigrant Employment Connection group, which includes representation from Central MN Jobs and Training (CMJTS), Job Service, Greater St. Cloud Development Corporation (economic development), United Way, Catholic Charities, the Initiative Foundation, Morgan Family Foundation, Resource Inc. (MFIP), Central MN Community Empowerment Organization and other Somali community leaders as well as Viking Coke representing business in the community. This group was assembled to educate employers and the community on how to overcome barriers to hiring the immigrant population in St. Cloud. In addition to the work with employers, connection is being made with potential job seekers to understand their experience, in order for the Immigrant Employment Connection group to provide feedback to employers. Ultimately, the this group is providing resources to help connect employers with job seekers, alleviating concerns and disparities of the immigrant population in Stearns and Benton county.

In addition to the youth programs that SBETC offers, SBETC's Executive Director is a member of the steering committee for Partners for Student Success (PFSS). The strategic goal of PFSS is: **Every student is ready for Career training or Post-secondary education.**

What is needed to be ready for Career Training or Post-secondary education:

- Is proficient at core academic subjects
- Demonstrates critical thinking skills and problem solving tools/frameworks
- Works productively in teams and independently
- Demonstrates effective communication skills
- Demonstrates social and emotional intelligence and life skills
- Understands postsecondary and career options and costs
- Shows ownership of academic and career future
- Possesses hands on and/or technical experience

These skills and experiences help students build the foundation to be lifelong learners, as well as determine the appropriate post-secondary path to success: Workforce, 2 year post-secondary education/training, apprenticeship, military or 4 year postsecondary education.

Job Service: Job Service staff work with universal customers, UI recipients and Veterans to provide a wide range of facilitated workshops that address the various facets of their job search.

VRS: Job seekers are wanting jobs where they can use their education or training to do the work that is meaningful to them at a salary and benefits level that meets their needs and is satisfying to them.

- C. Describe how these goals relate to the performance accountability measures based on the primary indicators in order to support regional economic growth and economic self-sufficiency.

SBETC is graded in the above criteria. Year after year, SBETC continues to shine and exceed assigned performance measures. States (DEED) negotiate performance measures with the Department of Labor. DEED then passes the performance measures on to the local providers. Performance measures are monitored monthly by the SBETC program manager and discussed at team meetings. Current outcomes are reported on and discussed quarterly at the WDB Executive Committee meetings. The SBETC Program Committee also receives quarterly updates. The Program committee is responsible for ensuring performance measures are met. Outcomes are reported annually to all other committees unless there is a reason to report them sooner.

- D. Describe the strategy to work with the entities that carry out the core programs to align resources available to the local workforce development area, to achieve the strategic vision and goals of the local area board.

SBETC: Work continues in developing SBETC's strengths to address talent needs of the region. The Program Committee reviews all customer satisfaction reports, monitoring reports, evaluation summaries for this LWDA and responds as it relates to trends or needs. The Youth Council performs this for providers of youth services. LWDB members provide updates from their respective sectors at LWDB meetings and do presentations for partners.

SBETC also participates in the MWCA Secret Shopper initiative to gauge and strive to improve customer service.

SBETC has a Memorandum of Understanding (MOU) partner group. This group includes leadership representatives from multiple community service providers who meet quarterly to exchange information on new initiatives, updates on existing services, and to discuss opportunities to collaborate.

SBETC is a member of the Minnesota Workforce Council Association. This membership assists this region in capacity building, evaluation and reporting, and continuous improvement.

SBETC staff have the Global Career Development Facilitator Certificate. All WSA staff annually receive training in HIPAA and Mandatory Reporting. WSA staff participate in Reception and Resource Room Training from DEED. The WSA participates in the regional Human Services Council to remain current about available community resources.

SBETC staff attend two staff meetings/month, one of which is dedicated to staff development. Individual staff performance is reviewed annually and improvement plan developed to include necessary training. Staff who attend training on behalf of SBETC are required to share lessons learned upon completion with their colleagues in the agency. SBETC staff also participate in DEED conferences.

12. Describe how the local workforce development system will work with entities carrying out core programs to align and support services with programs of study authorized under Carl D. Perkins Career and Technical Education Act.

SBETC is co-located with the St. Cloud Technical & Community College (SCTCC)

and partners regularly with all post-secondary schools in the area. To support talent retention and provide meaningful work opportunities to post-secondary students, SBETC identified a need and organized a workshop about securing post-secondary interns. A panel of post-secondary internship contacts provided information to 40+ business and non-profit representatives. This activity will now be sustained by the Greater St. Cloud Development Talent Corps. SBETC has partnered regularly with SCTCC in FastTRAC programming and SCTCC has developed transition programming for adult learners accessing training after layoff that better serves all learners.

SBETC has partnered with Adult Basic Education (ABE) in FastTRAC and other programming and hosts ABE on-site. SBETC has offered to work with ABE and the library to explore how we can maximize resources in the community. SCTCC, St. Cloud State University (SCSU) and ABE are MOU partners. SCTCC and SCSU are members of the WDB, alternating voting authority annually. SBETC has secured interns from public and private post-secondary institutions to assist with the Outreach to Schools program activities as well as developing community outreach initiatives.

DEED/Job Service staff refer universal customers to Adult Basic Education (ABE) services to upgrade their basic skills and learn/improve English skills. High schools and post-secondary schools request labor market and career information which Job Service staff present to students. Job Service also provides an online resume review service to universal customers and to area high school students.

13. A. Describe how the local area board, working with the entities carrying out core programs, will expand access to employment opportunities for eligible individuals, particularly eligible individuals with barriers to employment.

Race and Hispanic Origin, 2014	Central Minnesota			Minnesota	
	Number	Percent	Change from 2000-2014	Percent	Change from 2000-2014
Total	688,135	100.0%	19.9%	100.0%	9.4%
White	645,485	93.8%	16.7%	85.2%	4.2%
Black or African American	12,863	1.9%	299.8%	5.4%	69.2%
American Indian & Alaska Native	5,105	0.7%	40.1%	1.0%	2.8%
Asian & Other Pac. Islander	7,520	1.1%	66.7%	4.3%	61.8%
Some Other Race	6,199	0.9%	28.5%	1.5%	19.8%
Two or More Races	10,963	1.6%	127.1%	2.6%	68.0%
Hispanic or Latino origin	22,166	3.2%	95.9%	4.9%	84.3%

Source: U.S. Census Bureau, American Community Survey

Employment Characteristics by Race and Ethnicity	Central Minnesota			Minnesota	
	In Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate
Population, 25 to 64 years	302,736	84.4%	5.6%	84.0%	5.4%
Less than H.S. Diploma	14,614	70.6%	11.9%	65.8%	13.1%
H.S. Diploma or Equivalent	84,255	80.0%	7.4%	79.1%	7.3%
Some College or Assoc. Degree	126,321	86.3%	5.4%	85.3%	5.6%
Bachelor's Degree or Higher	77,504	90.0%	2.8%	89.2%	3.1%

Source: 2010-2014 American Community Survey, 5-Year Estimates

In Central MN, there has been a great influx in population, changing the landscape of

the workforce. When broken down by labor force participation, Central MN is slightly ahead of the statewide labor average. The breakdown by education and unemployment rates are similar or better between Central MN and the state.

The St. Cloud Workforce Center is concerned about changing the demographics within our staff in order to better represent our clients. It is imperative that a Somali speaking individual is needed to better serve our community. Unfortunately, due to funding constraints for both SBETC and Job Service, this change can only be made through staff turnover.

SBETC continues to lead the Immigrant Employment Connection group to address the issues with a large portion of the unemployed Immigrants who have language and skill barriers.

VRS: The mission of Vocational Rehabilitation Services is to empower Minnesotans with disabilities to achieve their goal for employment, independent living and community integration. Employment for those with disabilities will be in integrated, competitive positions in the community, at or above minimum wage. Wages are not less than that customarily paid by the employer for the same or similar work performed by non-disabled individuals. All of the individuals that VRS serve have at least disability related barriers to employment. In addition, many of those individuals are from diverse racial, ethnic and cultural backgrounds, as well as individuals with criminal histories. Barriers related to poverty are common as well. Vocational Rehabilitation Services are expanding services to transition aged youth, in the areas of job exploration counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs at institutions of higher education, workplace readiness training, and introduction in self-advocacy.

- B. Describe how the local area board, working with the entities carrying out core programs, will expand access to supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

Workers need the same understanding of the labor market, their role in it, the role of the employer, and how to continuously upgrade their skills and value. Key skills required are hard skill certification, cross training, and an understanding of and ability to apply technology and continuous improvement processes which includes data collection, problem solving, and critical thinking. *Workers need transferable skills that are verified or “credentialed”. Focus needs to be on increasing the skills of incumbent workers and low wage, entry level workers to increase productivity. *Methodologies for retaining mature workers and maximizing the skills of English Language Learners must be developed and implemented.

Job Service: Job Service staff provide a facilitated workshop designed for older adults to assist them with their job search. Job Service also works with our local senior center to provide job search information in response to requests from older adults.

VRS: Employed person VRS works with are most frequently asking for help to retain their jobs, or increase their hours of work so they are eligible for better salaries and benefits, particularly medical benefits. Jobs which provide sufficient income is a priority.

- C. Describe how the local area board will facilitate the development of career pathways, co-enrollments (as appropriate) and activities that lead to industry recognized post-secondary credentials that are portable and stackable.

SBETC: SBETC has long required that 85% training funds be committed to industry accepted credentialed training which leads to employment in targeted high-growth and high-wage, demand driven, and/or career laddering occupations in our area. SBETC continues to be concerned about the ability of the system to secure credentialed training in an employment/skill market requiring increasing educational and skill attainment that is also increasingly specialized **in a fiscal environment of declining resources**.

Job Service: The Minnesota Department of Employment and Economic Development (DEED) has purchased vouchers for job seekers to take the National Career Readiness Certificate (NCRC) assessments. The NCRC assessments are Reading for Information, Applied Mathematics, and Locating Information. The NCRC assessments are available to job seekers doing an active job search including universal customers and WIOA program participants. Local partner staff are aware of the NCRC and are encouraged to have their program participants doing a job search to take the NCRC. Job Service staff promote the use of the NCRC to business representatives to be used in their recruitment process and to assess the training needs of incumbent workers. Individual contact visits and presentations on the value of utilizing the NCRC are done by Job Service staff with employers. Job Service staff inform and encourage job seekers to take the NCRC in both individual contacts and group sessions. Additionally, we educate universal customers about labor market data which supports the increasing need for post-secondary credentials to find employment in today's labor market and for future employment opportunities.

VRS: A primary service VRS provides is career counseling with the objective of assisting the consumer to gain employment. Vocational plans, in high percentages, include training and/or education at all employment levels. Employment planning may also include apprenticeships or internships.

SSB: SSB assists all eligible clients to explore their unique career potential. This would include adults with low skills.

14. A. Describe how the local area board will facilitate engagement of employers, including small employers, and employers in in-demand industry sectors and occupations, in workforce development programs.

The WDB regularly receives updates from DEED's Regional Labor Market Analyst as to the status of in-demand industry sectors and occupations. WDB members provide updates at WDB meetings as do representatives from economic development. Council members participate in the Community Priorities and in the work of the Greater St. Cloud Development Corporation (GSDC), and in various industry specific activities related to their constituency so that information about employer needs is current. Representatives of strategic industries provide presentations about their industry, challenges and opportunities.

SBETC staff are directed to grow capacity in the region to develop the needed workforce. An example is Manufacturing: SBETC, SCTCC, ABE and the Central Minnesota Manufacturer's Association (CMMA) previously developed the "Manufacturing Futures" FastTRAC program that was used as the "On-Ramp" to the

DOL TAA/CCCT grant in which SCTCC was a participant. SBETC, SCTCC and ABE have worked collaboratively on the Careers In Manufacturing and Production (CMAP) Adult Competitive grant and a FastTRAC incumbent worker grant that also involved GNP Company which is a local employer. Staff used labor market information, employer input and reports, asset mapping and community resources, client skills/aptitudes/interests/needed, wage and other job seeker information to define a career goal. Staff assessed any gap between current skills and those needed to obtain the career goal, and develop a service plan to address the gap. Staff also used information obtained from employer visits. Another example is input received from employers about training investments. Historically, more funds have been used to “upskill” the labor force during a recession by investing in classroom training; and in a recovery, more is used for “on-the-job.” Employers have now indicated that a combination of the two is required to meet demands for increasing customization and cross-training of the workforce. This is leading to increasing interest in apprenticeship.

DEED/Business Service Representatives focus their efforts working with key/strategic industries as identified by the WDB and on occupational demand industries. Job Service staff use the key/strategic industry and demand occupational information to assist job seekers to make career decisions and to apply for job openings listed on MinnesotaWorks.net.

- B. Describe how the local area board will support a local workforce development system that meets the needs of businesses in the local workforce development area.

SBETC: The WDB continues in the role of convener as well as participating in efforts convened by others that address the “system” needs; to identify needs/gaps and plan how to address them. This may mean that the WDB challenges “system partners” to be innovative and to take risks - not usually encouraged with taxpayer funding. The WDB defined “meeting the needs of participants” to include “meeting the needs of employers”. This includes mapping community resources, integration at the co-located SCTCC facility, supporting needs identified as being critical to maximizing available labor. The WDB continues its role as provider of service. At the class level, employers, including WDB members, develop the curriculum and the “credential” criteria as well as assist in teaching the classes. This creates a “value added” service for both the job seeker and the employer. The Program Committee of the WDB reviews program performance, service evaluations, customer satisfaction and other reports to ensure quality of service delivery.

- C. Describe how the local area board will better coordinate programs and services with regional economic development providers.

The Greater St. Cloud Development Corporation (GSDC) serves as the regional economic development provider. GSDC has five initiatives, with talent being one of them. SBETC’s Executive Director is a member of the talent core to ensure that resources are used wisely and do not overlap with the work of SBETC. A collaborative approach is taken to create synergy between the two organizations.

Talent Corps members include business, pre-K – 12 and post-secondary education, and SBETC. SBETC hosted 20 high school students at the GSDC’s annual Talent Summit in February 2016. At the end of the Summit, job seekers in attendance and those from the public were able to attend a job fair. SBETC staff guided the students through their first experience networking with employers and attending a job fair.

Career Planners also invited Dislocated Worker clients to attend the Summit and job fair.

An excellent example of the work being done in the St. Cloud Area is the creation of the Immigrant Employment Connection, led by SBETC. Members of the group include staff from: GSDC, Initiative Foundation, Catholic Charities, SCSU, DEED/Job Service, Somali community leaders, St. Cloud Area Chamber of Commerce, and local businesses, such as Viking Coke. This group has a variety of events scheduled over the next 18 months with employers and potential job seekers to understand what barriers each group has and to assist in eliminating them. The most recent event held at the St. Cloud Workforce Center on March 30, 2016 was covered by the St. Cloud Times and had over 80 employers and community organizations in attendance.

- D. Describe how the local area board will strengthen linkages between the one-stop delivery system and unemployment insurance programs by offering services to laid-off workers and possible lay-off preventative services for businesses, such as incumbent worker training that up-skills the workers and meets the needs of employers (can include but not be limited to, on-the-job training, apprenticeships, etc.).

As the selected local provider, SBETC provides services to dislocated workers. State UI reps pass on information about SBETC programs during re-employment sessions. It is also one of the UI requirements that participants inquire about the dislocated worker program. SBETC has a representative available after each re-employment session to answer questions should they arise.

SBETC offers and promotes all of the above mentioned programs. SBETC, along with the State Rapid Response team and UI, responds to potential lay-offs as early as possible. This could mean lay-off aversion if possible, but usually means getting to the affected workers to provide information on available services to allow for a quicker, less stressful, transition back into suitable employment. SBETC partners with many local employers on specific projects as well as provides services under allocated grant funds. SBETC also works with the local Business Service Representatives to participate in business visits when able.

GSDC, responsible for local economic development, has brought any known layoffs/closures of their members to the attention of SBETC to ensure connections are being made with recent laid-off workers.

The Business Community Development Representative from DEED will also share information on layoffs with SBETC.

15. Describe how the local area board will coordinate workforce investment activities with economic development activities, including the promotion of entrepreneurial skills training and microenterprise services.

SBETC works to assist community members interested in entrepreneurship by making connections with the Small Business Development Center (SBDC) at SCSU, the Initiative Foundation, SCORE, and community lenders and economic development representatives as well as minority business owners and members of the minority communities. A strategy to encourage self-employment as a viable employment option is the offering of seminars presented by the SBDC with subsequent referrals for services. The greatest challenge in recommending self-

employment is the lack of credential that can be received with this choice, which negatively impacts program performance.

Job Service staff work with individuals who express an interest in an entrepreneurship by providing information about the multiple resources available through the Minnesota Department of Employment and Economic Development, the SBDC, SCORE, and various educational resources. Job Service works with local and state organizations to promote and support the development of new business developments.

VRS: VRS serves consumers of all ages, and with increasing frequency, people over the age of 50 who have become unemployed. Partnering with organizations who serve older consumers is frequent. Entrepreneurial options are available as one of the vocational outcomes to which a consumer may aspire. Consumers need to be aware that all employment outcomes are available and possible. VRS has a small business specialist who assists consumers and staff to develop small business ventures.

SSB: SSB actively encourages eligible clients to pursue self-employment. SSB supports eligible clients pursue self-employment/entrepreneur as a viable vocational goal after having completed a comprehensive assessment.

16. A. Describe how the local area board will ensure continuous improvement of eligible providers of services through the system.

SBETC staff have the Global Career Development Facilitator Certificate. Annual training are required in HIPAA and Mandatory Reporting. Staff participate in Reception and Resource Room Training from DEED. SBETC also participates in the regional Human Services Council to remain current about available community resources.

Staff attend two staff meetings/month, one of which is dedicated to staff development. Individual staff performance is reviewed annually and improvement plan developed to include necessary training. Staff who attend training on behalf of the WSA are required to share lessons learned upon completion with their colleagues in the agency.

- B. Describe how the local area board will ensure that eligible providers meet the employment needs of local employers, workers and job seekers.

SBETC is held to very stringent yearly performance measures. These measures are reviewed several times per year by the different committees. SBETC continually exceeds these measures. SBETC is devoted to high client satisfaction. SBETC has processes in place, and an appeal process, to ensure non-discrimination and fair client treatment. Career Services staff are trained to be an advocate for the client as well as educate them on all available community resources. SBETC participates in business visits with the Business Service Representative staff. This ensures that SBETC understands the needs of many of the local businesses and is able to promote the services that are available at the local Workforce Center. SBETC also partners with many local employers to recruit potential employees and meet their needs through specific grants. Surveys are sent to local employers to ensure that their needs are being met. SBETC has participated in many projects and

partnerships to help increase skills and abilities to become better employees and work toward wage increases and promotions within their respective place of work.

- C. Describe how the local area board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

SBETC WDB recently supported an initiative to revamp the technology framework to allow more flexibility for staff to access information outside of the office. This allows the potential for increased customer service by allowing Career Planners to meet clients where they are at rather than requiring them to visit the Workforce Center. Numerous intake sessions have been held at high schools and other locations to serve the needs of our clients and the family members of our youth participants.

Going forward, a greater, proactive focus will be placed on community outreach than in the past. As this occurs, the use of technology will support this work.

- D. Describe how entities within the one-stop delivery system will comply with section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990, regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

On a statewide level, an accessibility assessment is completed at each Workforce Center prior to certification and at intervals on an ongoing basis. The Workforce Centers are equipped with accessible equipment and the Department of Employment and Economic Development monitors this equipment to ensure it is current and in working order. Software developed by DEED for the Workforce Centers are designed to be fully accessible. All programs within the Minnesota Workforce system are expected to be fully accessible to all Minnesotans. Vocational Rehabilitation Services and State Services for the Blind located within the Workforce Centers are available for consultation with other programs should unexpected issues of accessibility occur. There is frequent co-enrollment and collaboration between Vocational rehabilitation and the other partners, which further enhances overall accessibility.

- E. Describe the roles and resource contributions of the one-stop partners.

The St. Cloud Workforce Center includes the following core partners:

- Stearns-Benton Employment & Training Council – Title I
- Job Service – Wagner-Peyser)
- Services for the Blind (SSB)
- Vocational Rehabilitation Services (VRS)
- MFIP/TANF and SNAP Consultant from Resource, Inc.

Job Service

Wagner Peyser under the One Stop delivery system provides universal access to an integrated array of labor exchange services so that workers, job seekers and businesses can find the services they need in under one roof in easy-to-find locations.

Wagner Peyser Employment Service focuses on providing a variety of employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, re-employment services to

unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches.

The Minnesota Department of Employment and Economic Development (DEED) delivers key services to job seekers and businesses through Job Service. The focus of all services, which are available through Minnesota's statewide network of Workforce Centers, is to help job seekers find work and help employers find and retain qualified employees.

Vocational Rehabilitation Services

Vocational Rehabilitation Services specializes in working with individuals with disabilities that create barriers to employment, post-secondary training, independent living and community integration. All partners, including Vocational Rehabilitation Services, contribute to the infrastructure of the Workforce Center system. Resources contributed through Vocational Rehabilitation Services include pre-employment transition services, vocational assessments, job tryouts, community-based evaluations, job search assistance, job coaching, case management, tuition assistance and supportive services. Staff from Vocational Rehabilitation Services are available as needed, to consult with partners who happen to be working with individuals with disabilities. Additionally, VRS regularly co-enrolls consumers with other one-stop partners to ensure wrap around services for the consumer.

17. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local workforce development area.

SBETC provides an array of services to adult and dislocated worker clients. With dislocated workers, this starts pre-layoff if possible. Because clients are eligible to receive services six months prior to lay-off, SBETC attempts to provide on-site informational sessions. This allows for less intrusion or disruption of the employee's current work schedule. This also allows for the information to be received on familiar ground. Once a client decides they want to participate in the dislocated worker program, they attend an intake session and are subsequently assigned a Career Planner. They participate in assessments that assist career services staff in ensuring the client will be happy and successful in their next chosen career path. The Career Planner asks questions pertaining to the client's work history, education, experiences and anything else that helps them advise the client on their next move. If after a lengthy conversation and assessment it is deemed a client is full employable, they are then placed into job search activities. The assigned Career Planner then helps the client obtain re-employment at the needed wage as soon as possible. If the client needs minor skill increases, in certain areas, that is explored as well. An example of this could be training on Microsoft Office software such as Word or Excel. If it is determined that a client's skills are obsolete, they have minimal education, or their previous sector of employment is decreasing in demand, the client may be eligible for retraining in a high demand, high wage area. During all of the processes noted above the client is required to maintain participation and contact with their assigned Career Planner. Plans are signed and agreed upon between the Agency and the participant.

Adult services are provided in a similar manner but has different eligible criteria. Clients that do not necessarily meet the lay-off criteria needed for the dislocated worker program are considered for the adult program. This program is also meant to serve the underemployed client. Services provided by SBETC are of excellent quality and are provided by experienced and credentialed staff. However, the biggest barrier to meeting

the needs of clients continues to be the lack of funding. Although post-recession services are different they still exist and are just as crucial. Most clients that are currently unemployed require more intensive services. This means that a case load of 100 pre-recession and during the recession, requires as much time as a case load of 50 at the present time.

18. Describe and assess the type and availability of youth workforce investment activities in the local workforce development area, including youth with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities.

SBETC provides youth services to youth between the ages of 14 and 24 under WIOA, MYP, Youthbuild and other special project youth models. SBETC enrolls youth that fall under one of the “at-risk” categories per the WIOA law. This includes youth with disabilities. SBETC does extensive outreach to other community agencies as well as presentations in schools and utilizes other SBETC grant specialists for recruitment. SBETC looks at our youth programs as a pathway model. A youth may start in one program, complete it and move into another program provided they meet eligibility requirements. This “pathway” model allows for the youth to be provided with a progression of service and allows them to continue to build on what is learned in the previous program. Ultimately, our goal is to enroll them into WIOA and assist them into a career pathway. SBETC does extensive assessment with the youth to ensure the career path of choice is a proper fit. From there, the youth goes through a progression of services somewhat similar to the dislocated worker and adult programs depending on their individual needs. However, overall youth are harder to serve and may require a longer term commitment than an adult would. Many of the youth SBETC serves do not have a positive or committed role model in their life. This requires SBETC youth staff to act as a mentor and to hold the youth accountable. SBETC utilizes incentive payments at times to ensure the youth follow through and attain benchmarks that are written into their individual plan.

In the last two years, SBETC has started working with a local non-profit to increase the size of our CareerONE summer program. This employer has committed in more ways than just monetary. They are committed, alongside SBETC, to providing a life altering experience the youth of Central Minnesota. This has come in the form of education to the youth, staff speeches to the youth, tours of their campuses and providing supervisorial staff to work with the youth while on site. This has proved to be a very valuable relationship and will continue to grow in the future as to meet the needs of the hundreds of kids who need these vital services each year. As with all of the other programs, the need greatly exceeds the funding available.

Vocational Rehabilitation Services provides to youth with disabilities from the age of 14-21. Youth who are still in school and have not graduated from high school are eligible for Pre-Employment Transition Services. These can include job exploration counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs at institutions of higher education, workplace readiness training, and instruction in self-advocacy. These services can be provided for students whether or not they have applied for services. The specifics of how these services will be provided is still being developed pending the final WIOA regulations.

Vocational Rehabilitation Services also provides services to transition aged youth who apply for services and meet the state’s current priority for service. Individuals in this group can be either in school or out of school youth and can receive any service VRS offers if it is necessary for the student to reach their educational and employment goals.

19. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

SBETC is co-located in the St. Cloud Technical and Community College. SBETC and SCTCC collaborate on numerous projects and regularly provide each other input on services. SBETC and SCTCC meet regularly to discuss service strategies and how to best ensure any SCTCC students that are eligible for services receive services. SBETC has also built extensive relationships with the school districts within the service area and collaborate on projects with them also. SBETC plays a crucial role in ensuring that the schools meet the requirements outlined in the World's Best Workforce Legislation through the HECAP program. The guidance counselor to student ratio within the school districts is definitely alarming. For example, St. Cloud School District 742 has a ratio of 1 counselor per every 501 students.

20. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with public transportation and other appropriate supportive services.

SBETC's Program Committee, which reports to the WDB is well connected with St. Cloud's public transportation system. At least annually, status updates are presented to the Program Committee by public transportation and other support service organizations.

Public transportation passes are used to support clients in their job search activities.

Employer feedback is given to increase services to a broader area in the community as well as longer service hours to support second shift workers.

Representatives from support service agencies, such as Tri-CAP and United Way present program updates to SBETC. Also, SBETC staff are engaged in committee and/or board work for local agencies to increase connection and communication with clients.

21. Describe the plans and strategies for, and assurances concerning, maximizing coordination of service provided by the state employment service under Wagner-Peyser Act, and services provided in the local workforce development area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

Wagner Peyser under the One Stop delivery system provides universal access to an integrated array of labor exchange services so that workers, job seekers and businesses can find the services they need in under one roof in easy-to-find locations.

Wagner Peyser Employment Service focuses on providing a variety of employment related labor exchange services including but not limited to job search assistance, job referral, and placement assistance for job seekers, re-employment services to unemployment insurance claimants, and recruitment services to employers with job openings. Services are delivered in one of three modes including self-service, facilitated self-help services and staff assisted service delivery approaches.

Job Service

The Minnesota Department of Employment and Economic Development (DEED) delivers key services to job seekers and businesses through Job Service. The focus of all services, which are available through Minnesota's statewide network of Workforce Centers, is to help job seekers find work and help employers find and retain qualified employees.

Job Service Mission:

To **inform, educate and connect** job seekers, career changers **and employers** through innovative, effective and customer-friendly services

We achieve our mission by

- Facilitating access to services and resources that help businesses attract and retain good workers.
- Connecting Unemployment Insurance applicants, Veterans and others to good career opportunities.
- Operating as an enterprise to offer consistent and high quality services, leverage resources, improve efficiencies, and build capacity.
- Collaborating with our state and local partners to improve services to customers and minimize duplication.
- Using the most effective tools and latest data to serve our customers.
- Adapting quickly to changes in the economy and finding innovative ways to address the needs of our customers and communities.

DEED's Job Service staff guide job seekers through all steps of job search and career planning.

Job Service Activities:

- Informing job seekers about Workforce Center (WFC) services including eligibility-based employment and training programs.
- Educating job seekers on how to use MinnesotaWorks.net, DEED's online job bank, to search for and apply for jobs.
- Offering job search advice and assisting with writing effective resumes.
- Providing free workshops and training to job seekers on the fundamentals of a successful job search; including up-to date strategies using social media and online tools.
- Recommending other community-based resources and service.
- Job seekers who are Veterans receive priority referral to jobs and training as well as special employment services and assistance.
- Wagner-Peyser staff attend every UI RESEA workshop and provide follow up services with the intent of having every participant create a viewable resume in [MinnesotaWorks](#).
- RESEA participants also receive information and referrals to eligibility-based programs (such as WIOA Dislocated Worker), orientations to WFC services, and workshop enrollments.

DEED's Business Service Representatives (BSR) specialize in helping Minnesota's businesses succeed by providing solutions to common workforce and recruitment challenges.

Business Service Activities:

- Providing information on MinnesotaWorks.net, our no-fee online job bank connecting job seekers and employers in Minnesota.
- Delivering proven recruitment and retention strategies through our 500+ monthly business consultations including job fairs, recruitment events and employer workshops.
- Offering training on MinnesotaWorks.net to help find the best candidate by creating effective online job postings for access to the largest group of Minnesota job seekers.
- Educating employers on candidate assessment tools including the National Career Readiness Certification (NCRC).

- Providing education on labor market information, tax credits and hiring incentives.
- Connecting to local, state and federal business information and resources on education, training, exports, business expansion and human resources.

All Workforce Centers provide a staffed resource area to serve the public without regard for eligibility. Minnesota maintains strong, inclusive eligibility policies that also address services available to the universal customer, ensuring that all individuals can access services.

Continuous improvement is achieved by requiring all staff who work in the resource area are to complete the [Reception and Resource Area Certification Program](#) (RRACP). This program certifies staff in the knowledge and competencies needed to provide a high level of service in the roles of receptionist and/or resource area attendant. DEED also developed and maintains a [Reception and Resource Area Forum](#) (RRAF) website.

Workforce Centers use the "customer service protocol" to simplify and clarify the process of assisting customers effectively in the resource areas. The steps are to greet the customer, assess needs and expectations with the customer, take action on expressed needs and confirm customers' needs were met.

Other continuous improvement efforts include:

Classroom presentation skills training based on the state's Creative Job Search workshop will continue to be offered to all employees who facilitate workshops.

Staff will continue to be encouraged to attend the state's annual Job Counselor training event, which includes keynote speakers and breakout sessions on multiple topics related to their work with job seekers and businesses.

All Job Service employees have access to the Skill-soft online training platform. Training specific to each employee is documented in the employee's Individual Development Plan.

To avoid duplication of services Job Service posts a monthly workshop calendar for all job seekers and partners to review in order to refer customers to available and appropriate workshops. All workshops are also entered online through the DEED website:

<http://mn.gov/deed/job-seekers/workforce-centers/workshops/> .

Quarterly partner manager meetings are held to discuss Workforce Center program and operational practices to ensure program compliance, discuss concerns and/or improvements. Best practices are shared among partners and new ideas generated based on changes in employment practices, unemployment figures and business input.

Minnesota's WIOA State Plan describes the state's strategy for providing reemployment assistance to Wagner Peyser's targeted population of UI claimants. The strategy (details currently under development with an implementation date of July 2016) will be as follows:

A Wagner Peyser staff person will attend every Reemployment Services and Eligibility Assessment (REA) session that the UI program offers across the state. The UI program typically offers REA sessions to approximately 40,000 applicants per year to those who are at risk of exhausting their benefits.

The REA and Wagner Peyser staff will conduct a quick assessment of every participant to determine who will most likely need additional services from the WorkForce Center.

The Wagner Peyser staff person will conduct an overview of WFC services either 1:1 or in a group setting (depending on the size of the group) that includes information on how to register for the state's labor exchange system [MinnesotaWorks](#), and information about programs such as the Dislocated Worker program that they may be eligible for.

The Wagner Peyser staff person will assist the REA customer with creating an initial

registration and enrolling in the [Creative Job Search](#) workshop. Creative Job Search is typically the first job finding/job placement service that is offered to UI applicants. The workshop consists of training on how to find a job that includes career planning, preparing for the job hunt, skills identification, resumes and cover letters, applications and references, social media, interviewing skills, and more.

Wagner Peyser will follow up with REA participants who are not enrolled in a program to ensure that they have a complete registration and resume in MinnesotaWorks, and that they are taking advantage of job placement services.

WAGNER-PEYSER ASSURANCES

The State assures the following:

The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time.

The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant Migrant Seasonal Farm Worker one-stop centers;

If a State Workforce Development Board, department or agency administers State laws for vocational rehabilitation of individuals with disabilities, that board, department, or agency cooperates with the agency that administers WagnerPeyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and

State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

22. Describe how the local area board will coordinate workforce investment activities carried out under this title in the local workforce development area with the provision of adult education and literacy activities under title II, including a description of how the local area board will carry out, consistent with subparagraphs (A) and (B)(i) of section 107(d)(11) and section 232, the review of local applications submitted under title II.

ISD 742 Adult Basic Education's Assistant Director is a member of the SBETC WDB and ABE staff are well connected with SBETC staff. There are frequent exploration meetings held between the two agencies to collaborate to serve clients. District 742's ABE leads a consortium which includes all school districts in the SBETC service area. SBETC has collaborated on many projects with ABE and continues to explore opportunities. ABE and SBETC youth staff work very strategically together to provide a steady stream of recruitment for SBETC youth programs. This allows for the needs of area youth to be met and allows them to access services that will provide them a fruitful career path.

With a growing population of immigrants that need English language courses, ABE's services are in high demand. SBETC continues to monitor service availability and to ensure referrals are made correctly and are appropriate.

23. Describe the replicated cooperative agreements (as defined in section 107(d)(11)) between the local area board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of

staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Cooperative Agreements between the local Workforce Investment Boards and Vocational Rehabilitation Services (the designated state unit providing services under the Rehabilitation Act of 1973 as amended).

The local Workforce Development Board and Vocational Rehabilitation Services collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. To the extent possible, services are co-located in Workforce Centers to provide access to a wide variety of services. Each Workforce Center provides an orientation to services available to assist job-seekers make an informed decision on choice of service provider. Direct service staff participate in cross-training to ensure they understand the services offered by the various partners, and the eligibility criteria for each program.

Vocational Rehabilitation staff is available for consultation without the need for the person to apply for services. Typical topics include how and when to disclose a disability, effective use of assistive technology, Social Security work incentives, and benefits planning. There is currently a joint effort to provide joint financial planning and work incentives planning for individuals receiving Social Security Disability Insurance. Disability Benefits 101, a software program developed using Medicaid Infrastructure grant funding, is available to all partners to assist staff inform job-seekers about the impact earned income will have on federal and state benefits, including public health insurance.

The Workforce Development Boards consults with Vocational Rehabilitation Services as they are developing initiatives such as incumbent worker training programs, customized training programs, career pathways initiatives, youth services, and other business services.

Local Workforce Development Boards sponsor local Job Fairs. Vocational Rehabilitation participates in the Job Fairs and other community events. The local partners also share job leads, and Vocational Rehabilitation may purchase placement services from the local Board as part of a performance-based funding agreement.

24. Describe and identify the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i).

Pursuant to WIOA, and in order to assist in administration of the grant funds, the chief elected official or the Governor, where the Governor serve as the local grant recipient for a local area, may designate an entity to serve as a local grant sub recipient for such funds or as a local fiscal agent.

There is an agreement between the Local Elected Officials Board and LWDB designate SBETC as the as the grant recipient and administrative entity for activities under the Workforce Investment and Opportunities Act.

25. Describe the competitive process to be used to award the sub-grants and contracts in the local workforce development area for activities carried out under this title.

The LWDA follows the OMB Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in the Code of Federal Regulations (CFR) Section 200.319-320 regarding competition and procurement and adheres to the

requirements pertaining to the procurement for State and local government as defined in 29 CFR 97.36

1. Sub-grantee bids for program delivery are to be let every two years.
2. SBETC has adopted the five (5) methods of procurement as outlined at 2 CFR Section 200.320:
 - (a) Procurement by micro-purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed \$3,000 (or \$2,000 in the case of acquisitions for construction subject to the Davis-Bacon Act). To the extent practicable, SBETC must distribute micro-purchases equitably among qualified suppliers. Micro purchases may be awarded without soliciting competitive quotations if the SBETC considers the price to be reasonable.
 - (b) Procurement by small purchase procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that cost between \$3,000 and \$75,000 (CFR 200.320 requires if more than the Simplified Acquisition Threshold of \$150,000). SBETC will adhere to all other current federal requirements related to procurement. If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources. SBETC may require a WSA Request for Proposal (RFP) process for any program services resulting in an anticipated cost of more than \$75,000.
 - (c) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction.
 - (d) Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids.
 - (f) Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:
 - (1) The item is available only from a single source;
 - (2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
 - (3) The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or
 - 4) After solicitation of a number of sources, competition is determined inadequate.
3. Program service deliverers shall be monitored and their effectiveness determined not less than annually.
4. Program service deliverers shall be notified 60 days prior to the contract termination date regarding SBETC's intent to renegotiate a contract or to provide open competitive bidding for service delivery.
5. Demonstrated program effectiveness shall not guarantee continued contract for services due to changing program requirements, local needs, and/or budgets.
6. SBETC retains the right to competitively bid any or all services annually.
7. When a bid is issued, SBETC will issue a Request for Proposal package stating the requirements per OMB Uniform Administrative Requirements, Cost

- Principles, and Audit Requirements for Federal Awards and utilizing the required written code of standards of conduct for contracting, written selection procedures and records to detail the history of procurement.
8. Proper consideration shall be given to community-based organizations and education agencies in the local area.
 9. Stearns-Benton Workforce Council and/or Stearns-Benton Employment & Training (Joint Powers) Board members shall act on the recommendations of the Executive Director or his/her delegate. The Code of Ethics applied and shall be reviewed with all raters prior to participation.
 10. A competitive bidding process and timeline will be maintained and updated as necessary.
 11. SBETC will take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

When a competitive bid process is used the proposals are evaluated in detail, a summary evaluation is presented to the Joint Powers Board who approves the final selection and the corresponding contract.

26. Describe how the local levels of performance negotiated with the Governor and chief elected official will be used to measure the performance of the local workforce development area and to be used by the local area board for measuring the performance of the local fiscal agent, eligible providers under subtitle B and the One-stop delivery system.

State performance is negotiated between the Department of Labor and the Department of Employment and Economic Development. The measures are then passed on to the local board and provider. Performance compliance is reported to all of the boards numerous times throughout the year and more often if there is an issue. If there is an issue, measures are taken to make changes. Actions are based on input from the provider as well as the governing boards. Performance measures are a top priority along with client service standards.

27. Describe the actions the local area board will take toward becoming or remaining a high-performing board, consistent with the factors developed by the state board.

As previously stated, performance is a top priority of the board and the local provider. Continuous examination of current practices is key to maintaining a level of high performance. You must make changes when needed and continue to adapt to change in order to remain relevant. The local boards evaluate the programs, performance and the provider, yearly. The Joint Powers Board then certifies SBETC as the local provider based on meeting performance.

28. Describe how training services under chapter 3 of subtitle B will be provided in accordance with section 134(c)(3)(G), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local area board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

A participant who expresses interest in pursuing post-secondary education and has completed the required "Basic Criteria for Training" will be considered for an ITA (referred to as Certification). The Basic Criteria for Training requires a thorough investigation of the training program by the participant including researching Labor Market Projections indicating it is a demand occupation. It is expected that the vast

majority of training programs will not only be in demand occupations, but regionally selected strategic/targeted Industries.

SBETC has a local policy regarding classroom training which further defines the prerequisites and responsibilities of the ITA. When the participant's request for training is approved, an Individual Certification for Classroom Training is generated. This is an obligation of financial support for training for the current semester. This certification is signed by the Program Manager. The post-secondary institution will submit a bill and the payment will be made by check directly to the institution. The certification is printed and kept in the participant's file. Payments are posted in the electronic accounting system. The certification will list the amount for tuition, fees, books, supplies, etc. and the specific time frame.

SBETC does not contract for training services except when required or other options are not readily available. When this takes place, SBETC follows all procurement laws, rules and policies. A Request for Proposal is sent to at least three different providers. SBETC then chooses the provider based on their history of performance, cost, ability to provide the requested service and their history of providing excellent service to SBETC clients. For example, SBETC sends out an RFP for Microsoft Office training. This is short term training that is customized to the needs of the clients. When a SBETC Career Planner meets with a client, and a training program is decided on, the Career Planner advises the client on their options for training providers. At no time does SBETC decide for the client. SBETC does advise the client of available funding and what amount of support is available. It is up to the client to decide where they will pursue training based on the totality of the situation and all of the options available.

29. Describe the process used by the local area board to provide opportunity for public comment, including comment by representatives from businesses and comment by representatives of labor organizations; and input into the development of the local plan, prior to submission of the plan.

The Stearns-Benton Workforce Council publishes the availability of viewing the Local Plan 30 days prior to the end of the comment period. The local plan is placed on SBETC's website, www.workforceu.com for viewing and comment. Printed copies or other accommodations will be made, if needed.

Notification is also sent out via email to all members of the Stearns-Benton Workforce Council (SBETC) and the SBETC Joint Powers Board.

30. Describe how the one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

Currently, SBETC does not use an integrated, technology-enabled intake system. However, this is something that is being looked at Statewide. SBETC does use the Workforce One case management system and has for many years.

SECTION C: PROGRAM OPERATIONS

1. A. How does the local workforce development area ensure staff comply with the policies and procedures for Rapid Response as communicated on DEED's website?

SBETC is fully aware of and committed to complying with all policies and procedures for Rapid Response including the two specific policies cited. SBETC Program Manager ensures that all program and administrative staff working within the Dislocated Program review the two policies at the onset of the program year, and that compliance is maintained with each dislocation event coordinated by Rapid Response. Program Manager ensures compliance with all policies by taking a lead role with Rapid Response.

- B. How does the local workforce development area inform the state Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?

Immediate contact with Rapid Response is made via email (with more than one Rapid Response staff) and/or phone by SBETC to upon hearing fact or alleged actual or potential dislocation event.

- C. Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.

When SBETC is informed of a mass layoff from an employer primarily located in Stearns and/or Benton county, contact is immediately made with the Rapid Response office indicating willingness to provide services locally. WIB then awaits follow-up instructions and information from Rapid Response.

SBETC works closely with Rapid Response in ascertaining whether a project is needed or if formula funds are more appropriate to be used to serve the workers. SBETC will comply with Dislocated Worker Policies 13.09 and 13.10 in delivering Dislocated Worker Services in coordination with State Rapid Response.

When Rapid Response issues an email Broadcast of mass layoff, SBETC administrative staff evaluate interest and resources to serve an employer outside of the WSA area.

- D. Complete **Attachment B – Local Workforce Development Area Contacts**.

2. A. How does the local workforce development area inform the state Trade Act staff of companies that are potentially TAA certifiable?

Immediate contact will be made with Debra Schlekewy, TAA Program Coordinator at DEED via email and/or phone by SBETC upon hearing any facts that could signal potential TAA certification. Email will also be sent to TRA Unit (deed.tra@state.mn.us). Close WSA contact with Rapid Response Unit also ensures State Trade Act staff be brought into the loop as quickly as possible.

- B. How does the local workforce development area cooperate with the state Trade Act staff where the layoff involves a company that the DOL trade-certified?

SBETC cooperatively coordinates TAA/TRA services for participants with State

Trade Act Staff. State Trade Act Staff take the lead and signal to SBETC what specific activities/services are needed to be performed by SBETC. These may include communication with eligible clients, provision of space and technology for TAA Informational Meetings, staff in attendance at TAA informational Meetings etc. State Trade Act staff is invited to personally present information at large layoff DW Orientations. If that is not possible, SBETC staff will present this information. Since each layoff is unique, WSA will coordinate with TAA in whatever unique manner is needed for each layoff.

- C. Is the local workforce development area willing to participate in TAA Counselor Training and TAA Participant Training when a trade-certification occurs?

Yes _____

3. A. The local workforce development area has developed and implemented local Supportive Service policies that are consistently applied for all participants.

Yes _____

- B. Describe the steps taken to ensure consistent compliance with the policy.

Per Local policy, support services cannot exceed \$1550.00 per client per program year. This policy can be waived by the SBETC Program Manager. Waivers are reviewed quarterly by the SBETC leadership team. There are also limits for support for different categories such as transportation, housing, clothing, tools, childcare and healthcare. SBETC chooses to issue supportive services on a "first come, first served" basis and assist clients as the need arises and as funds are available. The Program Manager and agency staff monitor the amounts very closely and make adjustments as needed. For example, there are times when, as a team, it has been decided to only allow payments to be made to cover travel expenses related to job search or to reach approved training programs.

SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

1. The local workforce development area has processes in place to assure non-duplicative services, and avoid duplicate administrative costs.

Yes

2. The local workforce development area is aware of and staff participate in the Reception and Resource Area Certification Program (RRACP) to better serve all customers?

Yes

3. A. The local workforce development area and their partners are aware of the responsibilities of the Equal Opportunity Officer, including attending DEED sponsored EO Training?

Yes

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

- C. The local workforce development area is aware and conducts annually a physical and program accessibility review?

Yes

4. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the regulations?

Yes

5. A. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the regulations?

Yes

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

6. How do you identify current or former Military Service Members coming into your Workforce Center?

Workforce Center staff actively support providing a priority of service for all veterans coming into our Workforce Center through the multiple services offered by partners. Upon meeting a customer, staff are trained and will ask for the information to determine their veteran status to then be able to expedite the services they are interested in receiving and need to assist them to be re-integrated into the civilian workforce or the veteran will self-disclose their veteran status. Programs funded by the Department of Labor are covered by Section 4215 of the "Jobs for Veterans Act" (PL 107-288). These programs include Wagner Peyser, WIA Title One Adult and Dislocated Worker, Trade Adjustment Act, National Emergency Grants, Migrant/Seasonal Farmworker, WIA Demonstration Grants, H-1B Technical Skills Training/Grants, Youth Opportunity Grants, WIA Youth Formula program and Labor Market Information.

Job Service: If a customer is a veteran, the staff will "thank" them for their service to our

country. The veteran will receive information about the availability of the Local Veteran Representative on-site whose primary job is to assist the veteran to receive information regarding Workforce Center services/community resources and to assist him/her in their career selection and to obtain the skills needed to become re-employed. All veterans are provided one on one interviews upon their initial visit or are contacted to arrange for a future meeting on a timely basis. The veteran is encouraged to register and submit their resume on the labor exchange job listing MinnesotaWorks. They are also informed about the job preparation workshops offered by Job Service to universal customers at the Workforce Center.

Starting in November, 2011, the Gold Card Initiative from the DOL provided unemployed post-9/11 era veterans with the intensive and follow-up services they may need in order to succeed in today's job market. The Gold Card Initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS).

An eligible veteran can present the Gold Card at the veteran's local Minnesota Workforce Center to receive enhanced intensive services including up to six months of follow-up. The enhanced in-person services available for Gold Card holders at St. Cloud Workforce Center may include: Job readiness assessment, including interviews and testing; development of an Individual Development Plan (IDP); career guidance through group or individual counseling that helps veterans in making training and career decisions; provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions; referral to job banks, job portals, and job openings; referral to employers and registered apprenticeship sponsors; referral to training by WIA-funded or third party service providers; and monthly follow-up by an assigned case manager for up to six months.

The law states that Disabled Veteran Outreach Program Specialists (DVOPS) are to provide services to veterans with a barrier to employment. This means that not all veterans coming into a Workforce Center will (need to) see a DVOP or an LVER.

All Workforce Center staff are responsible for the delivery of Gold Card services to veterans.

SBETC: SBETC Intake and Outreach Specialist inquires of all individuals seeking services as to their veteran status to ensure priority of services is afforded these individuals. Even if a waiting list exists for services, Veterans are immediately served. As funds permit, veterans receive direct client training and support services within eligibility based programs as a priority. All SBETC Career Planners make a point of reviewing the Veteran Status of participants at the first meeting.

7. How do you inform current or former Military Service Members coming into your Workforce Center about "Veteran Priority of Service?"

Job Service: At their initial visit to the Workforce Center, the veteran will either self-disclose their veteran status or staff will inquire if they are a veteran. The veteran is then given a self-assessment questionnaire available at the reception desk. Upon completion of the self-assessment form, the veteran will either meet with the Local Veteran Representative immediately or he/she will be contacted by the Veteran Representative staff to set up an appointment to be seen. During this meeting, the Veteran Representative will inquire about their current situation to determine if there are barriers

to the veteran returning to work or address the information on the questionnaire regarding the barriers the veteran has self-disclosed. Veteran Representatives are knowledgeable about the programs and services available in the Workforce Center and are aware of the community resources that the veteran may be eligible to access for further assistance. The veteran is assisted in registering on and submitting their resume on MinnesotaWorks.net and informed of the universal workshops offered by Job Service staff.

SBETC: For Title IB – SBETC, self-disclosure is used for any initial barrier to employment. Meetings with the Career Planner identify and plan for addressing and finding solutions to the presenting barriers and any additional barriers that are identified as the Veteran participant receives services. An Individual Service Strategy is developed for each Veteran participant. Coordination with the Job Service Veteran’s Representative is required. SBETC has identified a Career Planner as a Veteran’s Specialist. SBETC also has a Dislocated Worker Veterans project which provides additional funds including training and support for veterans.

VRS: VRS follows standard VRS program eligibility guidelines.

SSB: SSB serves eligible individuals regardless of military service.

8. If your Workforce Center has a presence on the Internet (outside of your local DEED Workforce Center site) how do you promote Public Law 107-288, “Veterans Priority of Service” to veterans on that website?

N/A

9. How do you identify current or former Military Service Members with “significant barriers to employment?”

In the Workforce Center, it is a phone call or personal visit to the service provider. Because every provider of service has an eligibility criteria, the veterans are moved to the next intake session and eligibility is determined. If the veteran is unable to schedule at their convenience, at a minimum the appropriate paperwork may be given to the veteran to complete and return or they will see someone from the service provider that will personally explain the process to the veteran. Services are provided depending on the need of the veteran and may include scheduling a workshop, resume writing assistance, career guidance, discussion of local employers and economy, research regarding training opportunities, and referral to supportive services (such as a County Veterans Service Officer or VA contact depending on the need such as Voc. Rehab.), referral to training programs, basic unemployment insurance information, referral to educational contacts, etc.

In regards to Veterans Retraining Assistance (VRAP), referrals are made by DEED/Veteran Representatives to the local post-secondary contact person, the Higher Education Veterans Program representative from the Minnesota Department of Veteran Affairs for information and enrollment. We do help veterans navigate the website and give them copies of the application and the list of growing occupations to those interested in pursuing the VRAP training and also refer to the appropriate technical college to assist with career choice or assist them ourselves with career plans.

10. When a current or former Military Service Member with a significant barrier to employment is identified, how do you refer them to an appropriate intensive service provider when there is no Disabled Veteran Outreach Program (DVOP) specialist in your Workforce Centers?

Job Service: For referrals to the appropriate program staff, the Veteran Representative will give the veteran the specific contact information and/or often directly contact the program staff person with the referral information. The Local Veteran Representative provides outreach services at the Veteran's Administration Hospital and works closely with their staff to provide services to those veterans who are in transition to employment. Outreach services are also provided in the western part of Stearns County in Sauk Centre, MN on a bimonthly basis by appointment. Coordination of services and referral also occurs with the County Service Officers in both Stearns and Benton Counties as well as with the local VFW and American Legion.

The Local Veteran Representative takes a lead in organizing the local "Stand Down" event where multiple services are provided by the various community organizations for veterans. Information about the Stand Down event is well publicized throughout the community as well as at the Workforce Center. This WSA has an active "Warrior to Citizen" program that includes the Local Veteran Representative as well as many of the community leaders to plan events to educate area business representatives and the general public on ways to assist veterans to re-integrate into civilian life and our workforce. Veteran Representatives and Job Service management participate in the local "Call to Action" effort to identify and coordinate local services for veterans and their families. We will continue to explore opportunities to provide and expand the provision of information and services to veterans in our area by promoting the hiring of veterans on a priority basis. Workforce Center staff will continue to receive updates and training at our local meetings to insure that veterans will be provided the best service and information available in our continual commitment to the priority of service to those that served our country.

SBETC: An excellent referral and coordination process is in place between Local Veteran's Representative and SBETC Eligibility and Outreach Specialist. During the SBETC Intake process, if the Veteran is not aware of the local Veteran's Employment Representative, the Eligibility and Outreach Specialist conducting the intake, supplies the name and phone number of this individual. This is in addition to, but not in lieu of program specific services from SBETC. Any Veteran with a self-disclosed permanent disability is referred to Rehabilitation Services. SBETC services are available to complement the plan instituted by Rehab Services and the veteran.

VRS: Veterans are referred through the orientation and application process and are assigned a VRS Counselor to contact for services at that time. All VRS Counselors are trained to identify special issues Veterans may bring to the process.

SSB: SSB coordinates all programs that offer similar benefits.

11. How are DVOP and/or Local Veterans Employment Representatives (LVER) staff integrated into the overall service delivery strategy in your Workforce Centers?

SBETC: Staff ask each veteran accessing services, veterans being a priority.

Job Service: As identified previously, we use the Veterans Job Search Assessment and ask each veteran visiting the Workforce Center to self-identify themselves. The first question is "Are you a Post 9/11 Veteran?" and veterans are asked for active duty dates, etc. Each veteran visiting the Workforce Center is then seen individually by staff. All

staff provide services to veterans on a priority basis. Services are explained face to face and the opportunity for the veteran to ask questions is provided. Veterans staff will typically follow up with a phone call or a follow up interview to ensure the veteran has received the information they are seeking. As needed, they are referred to the appropriate resource for additional services.

VRS: All Veterans are encouraged to register with MN Works and to register for, and participate in the job seeking classes offered through the Workforce Center.

12. Are all WIOA-funded partners complying with the guidance provided in the TEGL regarding Selective Service?

Yes

13. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program universal customers) are registering in MinnesotaWorks.net and are making their resumes viewable to employers?

SBETC: SBETC requires registration of all participants funded by WIOA and State Dislocated worker funds prior to intake. This is also reiterated at the first meeting with the job seeker client and is part of their Action Plan with SBETC.

Job Service: Job Service has information at both reception and in the Resource Area that gives complete instructions for all customers to register with MinnesotaWorks.net. Staff assisting customers in the Resource Area inform customers about MinnesotaWorks.net registration and provide individual assistance to register and post their resume so it is viewable by employers. Job Service staff provide multiple job search-related workshops for universal and program participant customers. In these workshops and when meeting/talking with customers, staff explain the MinnesotaWorks.net job vacancy system and stress the benefits for job seekers to fully utilize this resource in their job search. Staff continually encourage all job seekers to use the MinnesotaWorks.net system.

VRS: Every consumer, at orientation and intake is encouraged to register in MN Works.

SSB: Encourages all job ready job seekers to register in MinnesotaWorks.net

14. **Conflict of Interest and Integrity:** Local area boards must make decisions in keeping with several laws and regulations. Indicate below that your local area board is aware of DOL Training and Employment Guidance Letter 35-10 and Minnesota OGM 08-01 and its relevant federal laws and regulations.

Yes

15. The local workforce development area's conflict of interest policies are in compliance with the above two references?

Yes

16. A. The local workforce development area is aware of the referenced statute on Government Records.

Yes

B. The local workforce development area is aware of the requirement to retain documentation for six years.

Yes

C. Complete **Attachment B – Local Workforce Development Area Contacts**.

17. **Handling and Protection of Personally Identifiable Information:** The local workforce development area is complying with the guidance provided in TEGL 39-11.

Yes

18. **Human Trafficking:** The local workforce development area is aware of TEGL 09-12 and will follow the procedures for working with trafficked persons.

Yes

19. **Gender Identification:** The local workforce development area is aware of TEGL 37-14 and will follow the procedures for developing a similar policy including key terminology, and have in place regarding working with customers who may be lesbian, gay, bisexual and transgender. Local workforce development areas will also participate in any related training.

Yes

20. **Uniform Guidance:** The local workforce development area is aware of TEGL 15-14 regarding Uniform Guidance.

Yes

21. A. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2016.

The WDB Executive Committee addresses membership recruitment, orientation, and annually surveys for process improvement. The roster of members is reviewed in committee in Fall. Any member whose term is expiring is identified and contacted by Committee members to inquire about their desire to continue on the WDB. Those continuing are presented by roster to the WDB and Joint Powers Board for approval no later than the Annual Meeting held in January. Any member resigning or any member not wishing to renew is asked to submit a letter to the Membership Committee indicating that decision. The resignation/vacancy is accepted by both the WDB and Joint Powers Board and recruitment begins. Meeting calendar impacts the timeline.

For recruitment, the notice of vacancy is published and provided to WDB members and business/employer organizations. WDB members identify and recruit members for the constituency and industry the vacancy represents. Completed nomination forms are presented to the Workforce Council for consideration and recommendation to the Joint Powers Board for appointment.

B. Is your local area board currently in compliance with WIOA?

Yes No

If No, what steps will be taken to bring your local area board into compliance by June 30, 2016?

When vacancies occur, the WDB in collaboration with the Executive Director, shall solicit and receive nominations. The Director shall interview/consider the candidate nominations and make recommendations to the Executive Committee based upon meeting the federal and state Board composition requirements and the appropriateness and degree of fit for the needs of the local economy, targeted industry sectors and occupations, and businesses, workers, and job seekers.

- C. Complete **Attachment C – Local Area Board Membership List**.
- D. Complete **Attachment D – Local Area Board Committee List**.
- 22. Complete remaining portions of **Attachment B – Local Workforce Development Area Contacts**.
- 23. If applicable, complete **Attachment E - Local Workforce Development Area Sub-Grantee List**.
- 24. If applicable, complete **Attachment F - Local Workforce Development Area Non-WFC Program Service Delivery Location List**.

ASSURANCES AND CERTIFICATIONS

ASSURANCES

As a condition to the award of financial assistance from the Department of Labor under Title I of the Workforce Investment Act of 1998 (WIA) and the Workforce Innovation and Opportunity Act and any other DEED/Workforce Development Employment and Training funds, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions and other assurances of the following laws:

- **Accessibility** - [Section 508 of the Rehabilitation Act of 1973, as amended](#) - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **ACORN** – [Funds may not be provided](#) to the Association of Community Organizations for Reform Now, or any of its affiliates, subsidiaries, allied organizations or successors;
- **Audits** – [2 CFR 200.501](#) and [Single Audit Act Amendments of 1996](#) - organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with [USC 41, Section 8301-8303](#);
- **Data Sharing** – [MN Access to Government Data](#), [MN Duties of Responsible Authority](#); [MN Access to Information](#); [MN Administrative Rules Data Practices](#); [DEED Policy – Data Practices](#);
- **Disability** - that there will be compliance with the [Architectural Barriers Act of 1968](#), [Sections 503 and 504 of the Rehabilitation Act of 1973](#), as amended, and the [Americans with Disabilities Act of 1990](#);
- **Drug-Free Workplace** – [Drug-Free Workplace Act of 1988](#) – requires all organizations to maintain a drug-free workplace;
- **Equipment** – [2 CFR 200. 313](#), [200.439](#) – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year;
- **Fire Safety** – [15 USC 2225a](#) – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act ([Public Law 101-391](#));
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations [20 CFR 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Limited English** - [Executive Order 13166](#) - Improving access to services for persons with limited English proficiency;
- **Nondiscrimination** - [Section 188 of the Workforce Innovation and Opportunity Act](#) (WIOA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;

- **Nondiscrimination** - [Section 188 of the Workforce Investment Act of 1998](#) (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Nondiscrimination** - [Title VI of the Civil Rights Act of 1964, as amended](#) – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Nondiscrimination** - [Title VII of the Civil Rights Act of 1964, as amended](#) - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Nondiscrimination** - [Title II of the Genetic Information Nondiscrimination Act of 2008](#) - Prohibits discrimination in employment on the basis of genetic information;
- **Nondiscrimination** - [Title V of the Older Americans Act of 1965](#) - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Nondiscrimination** - [Title IX of the Education Amendments of 1972, as amended](#) - Requires applying nondiscrimination provisions, based on sex, in educational programs;
- **Nondiscrimination** - [Title I \(Employment\) Americans with Disabilities Act \(ADA\)](#) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
- **Nondiscrimination** - [Title II \(State and Local Governments\) Americans with Disabilities Act \(ADA\)](#) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
- **Nondiscrimination** - [Section 504 of the Rehabilitation Act of 1973, as amended](#) - Prohibits discrimination against qualified individuals with disabilities;
- **Nondiscrimination** - [Age Discrimination Act of 1975, as amended](#) - Prohibits discrimination on the basis of age;
- **Nondiscrimination** - [Title 29 CFR Part 31](#) Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Nondiscrimination** - [Title 29 CFR Part 32](#) Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Nondiscrimination** - [Title 29 CFR Part 33](#) Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 35](#) Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 37](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Nondiscrimination** - [Title 29 CFR Part 38](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Nondiscrimination** - [Executive Order 13160](#) Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;
- **Nondiscrimination** - [Executive Order 13279](#) - Nondiscrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts, and loans;
- **Nondiscrimination** - [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#) - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status

(employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);

- **Nondiscrimination** - that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and [WIOA Section 188](#), as provided in the regulations implementing that section, will be completed;
- **Opportunity** – [Executive Order 12928](#) – encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals;
- **Personally Identifiable Information (PII)** – [Training and Guidance Letter 39-11](#) – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – [2 CFR 200-317-36](#) – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;
- **Salary/Bonus** – [Public Law 113-235, Division G, Title I, Section 105](#) – none of the funds appropriated under the heading “Employment and Training” shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of [Executive Level II](#). Further clarification can be found in [TEGL 5-06](#);
- **Seat Belts** - [Executive Order 13043](#) – Increasing Seat Belt Use in the United States;
- **Text Messaging** – [Executive Order 13513](#) – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – [2 CFR 180](#) – OMB Guidelines to Agencies on Governmentwide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. ([38 USC 4215](#)), U.S. Department of Labor, [Training and Employment Guidance Letter 5-03](#) and Minnesota's Executive Order 06-02;

- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

CERTIFICATIONS

By signing and submitting this plan, the local area board is certifying on behalf of itself and the subgrantee, where applicable:

- A. That this **Regional and Local Workforce Development Area Plan** was prepared and is in accordance with all applicable titles of the WIOA Act of 2014, Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with Minnesota's current and future state plans;
- B. that it has provided at least a thirty day period for public comment and input into the development of plan by members of the local area board and the public (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) Section 118(c); Section 108 (d)
- C. that the public (including individuals with disabilities) have access to all of the local area board's and its components' meetings and information regarding the local area board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;
- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that the respective contract/master agreement and all assurances will be followed;
- H. that it will ensure that no funds covered under the contract/master agreement are used to assist, promote, or deter union organizing;
- I. that this plan was developed in consultation with the local area board;
- J. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- K. that the local area board members will not act in a manner that would create a conflict of interest as identified in 20 CFR 667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- L. that local area board and staff are aware of local Workforce Center services, and are working with and referring to the Workforce Center services as appropriate;
- M. that all staff are provided the opportunity to participate in appropriate staff training;
- N. that, if applicable, the local area board must maintain the currency of its information in the System Award Management until submission of the final financial report or receive the final payment, whichever is later;
- O. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- P. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- Q. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

SIGNATURE PAGELocal Workforce Development
Area NameStearns-Benton Workforce Service Area #17

Local Area Board Name

Stearns-Benton Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name	<u>Heidi Peper</u>
Title	<u>Director of Sales – Central Region</u>
Organization	<u>Short Elliott Hendrickson Inc. (SEH)</u>
Address 1	<u>1200 25th Avenue South</u>
Address 2	<u>P.O. Box 1717</u>
City, State, ZIP Code	<u>St. Cloud, MN 56302</u>
Phone	<u>320.229.4386</u>
E-mail	<u>hpeper@sehinc.com</u>

Name and Contact Information for the Chief Local Elected Official(s):

Name	<u>Leigh Lenzmeier</u>
Title	<u>Stearns County Commissioner</u>
Organization	<u>Stearns County</u>
Address 1	<u>919 West St. Germain Street, Suite 2000</u>
Address 2	<u></u>
City, State, ZIP Code	<u>St. Cloud, MN 56301</u>
Phone	<u>320.251.0653</u>
E-mail	<u>Leigh.lenzmeier@co.stearns.mn.us</u>

We, the undersigned, attest that this submittal is the Program Year 2016-2017 Local Plan for our Workforce Development Board and Local Workforce Development Area and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules and regulations.

Local Area Board ChairName Heidi PeperTitle Local Area Board ChairSignature Date 5/9/16**Chief Local Elected Official**Name Leigh LenzmeierTitle Stearns County CommissionerSignature Date 5/9/16

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

Region 3 – Region 3 Leadership and Planning Board

Local Workforce Development Area

Stearns-Benton Workforce Development Board

MEMBER	ORGANIZATION
Heidi Peper, Chair	Stearns-Benton Workforce Development Board Chair
Rick Greene, Vice Chair	Central Minnesota JPB Chair, Chisago County Commissioner
Tammy Biery	Stearns-Benton Employment & Training Council (SBETC)
Barbara Chaffee	Central Minnesota Jobs and Training Services (CMJTS)
Leigh Lenzmeier	SBETC JPB Chair, Stearns County Commissioner
Harlan Madsen	Central Minnesota JPB Vice Chair, Kandiyohi County Commissioner
Jill Magelssen	Stearns-Benton Workforce Development Board Vice Chair
Jim McMahon	SBETC JPB Vice Chair, Benton County Commissioner
Loren Nelson	Central Minnesota Workforce Development Board Vice Chair
Trish Taylor	Central Minnesota Workforce Development Board Chair

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs (see section C.2.D.)	David Green	320.308.5712	David.green@sbetc.org	Tammy Biery
Equal Opportunity Officer (see section D.3.B.)	Tammy Biery	320.308.5702	Tammy.biery@sbetc.org	SBETC Joint Powers Board
Program Complaint Officer (see section D.5.B.)	Tammy Biery	320.308.5702	Tammy.biery@sbetc.org	SBETC Joint Powers Board
Records Management/Records Retention Coordinator (see section D.16.C.)	Nancy Kircher	320.308.5704	Nancy.kircher@sbetc.org	Tammy Biery
ADA Coordinator (see section D.22.)	Skip Wittrock	320.308.4163	Skip.wittrock@state.mn.us	Department of Employment and Economic Development (DEED)
Data Practices Coordinator (see section D.22.)	Michael Vaughn	651.259.7113	Michael.vaughn@state.mn.us	Department of Employment and Economic Development (DEED)
English as Second Language (ESL) Coordinator (see section D.22.)	Scott Wallner	320.529.6500 Ext. 6212	Scott.wallner@isd742.org	Adam LeClair

Official Name of WorkForce Center St. Cloud WorkForce Center

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Tammy Biery	320.308.5702	Tammy.biery@sbetc.org	SBETC Joint Powers Board
Job Service Manager	Joan Berning	320.441.6572	Joan.berning@state.mn.us	Department of Employment and Economic Development (DEED)
Vocational Rehabilitation Services Manager	Skip Wittrock	320.308.4163	Skip.wittrock@state.mn.us	Department of Employment and Economic Development (DEED)
State Services for the Blind Manager	Natasha Jerde	651.542.0843	Natasha.jerde@state.mn.us	Department of Employment and Economic Development (DEED)
Local Workforce Development Area Director	Tammy Biery	320.308.5702	Tammy.biery@sbetc.org	SBETC Joint Powers Board
Adult Basic Education (ABE)	Scott Wallner	320.529.6500 ext.6212	Scott.wallner@isd742.org	Adam LeClair
Carl Perkins Post-Secondary Manager	Norma Konschak	320.308.5382	nkonschak@sctcc.edu	Peg Shroyer
Adult	David Green	320.308.5712	David.green@sbetc.org	Tammy Biery
Dislocated Worker	David Green	320.308.5712	David.green@sbetc.org	Tammy Biery
Youth	David Green	320.308.5712	David.green@sbetc.org	Tammy Biery

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

Regional Workforce Development Area 3

Local Workforce Development Area

Stearns-Benton Workforce Development Board

REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA

(must be a majority)

MEMBER	POSITION/Representative	TITLE/ORGANIZATION	TERM ENDS
Heidi Peper, Chair	Private Sector	Director of Sales–Central Region, Short Elliott Hendrickson (SEH)	01/2018
Jill Magelssen, Vice-Chair	Private Sector	Franchise Owner, Express Employment Professionals	01/2017
Teresa Bohnen	Private Sector	President, St. Cloud Area Chamber of Commerce	01/2017
David Borgert	Private Sector	Director of Community & Government Relations, CentraCare Health	01/2019
Brent Brockman	Private Sector	Director, Human Resources, New Flyer	01/2018
Michael Eichten	Private Sector	Human Resource Manager, Spee-Dee Delivery Service, Inc.	01/2018
Les Engel	Private Sector	Metallurgical Engineer, Engel Metallurgical Ltd.	01/2019
Jeff Gau	Private Sector	Chief Executive Officer, Marco, Inc.	01/2018
Jeff Haviland	Private Sector	Owner/President, Seitz Stainless	01/2017
John Herges	Private Sector	Chief Executive Officer, Falcon National Bank	01/2017
Kathy Kirchner	Private Sector	Director of Human Resources, Sysco Western Minnesota	01/2018
John Nack	Private Sector	Chief Operating Officer, Strack Construction	01/2019
Mark Osendorf	Private Sector	Manager of Community Relations, Xcel Energy	01/2017
David Waage	Private Sector	Director of Employment, St. Cloud Hospital	01/2018

LABOR & COMMUNITY – BASED ORGANIZATIONS

(20% Minimum and 2 or more nominated by state labor federations and one joint labor-management apprenticeship program labor organization or training director)

MEMBER	POSITION/Representative	TITLE/ORGANIZATION	TERM ENDS
Mark Sakry	Community Based Organization	Executive Director, Boys & Girls Club of Central MN	01/2017
Lori Schultz	Community Based Organization	Executive Director, Tri-CAP	01/2019
Jake Pettit	Organized Labor	Business Representative, Pipefitters Local 539	01/2018
Steve Raatikka	Organized Labor	Business Representative, Sheet Metal Workers Local #10	01/2018

EDUCATION & TRAINING (Required: ABE; Higher Education)			
MEMBER	POSITION/Representative	TITLE/ORGANIZATION	TERM ENDS
Jim Wagner	K-12 Education	Superintendent, Kimball Area School	01/2019
Scott Wallner	Adult Basic Education	Community Education Director, Central Minnesota ABE	01/2019
Joyce Helens	Post-Secondary Education	President, St. Cloud Technical and Community College	01/2017
Gail Ruhland	Post-Secondary Education	Interim Executive Director, Center for Continuing Studies, St. Cloud State University	01/2019

GOVERNMENT (Required: Economic Development; Job Service; Rehabilitation)			
MEMBER	POSITION/Representative	TITLE/ORGANIZATION	TERM ENDS
Leslie Dingmann	Economic Development	Business Development Associates, Greater St. Cloud Development Corporation	01/2019
Joan Berning	Job Service	Area Manager of Job Services, St. Cloud WorkForce Center	01/2017
Skip Wittrock	Vocational Rehabilitation	Rehabilitation Area Manager, St. Cloud Workforce Center	01/2018
Robert Cornelius	Human Services	Benton County Human Services Director, Benton County Human Services	01/2017
Janet Goligowski	Human Services	Division Director, Stearns County Human Services	01/2019

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
JOINT POWERS BOARD CHAIR: Leigh Lezmeier	919 West St. Germain Street, Suite 2000 St. Cloud, MN 56301 320.251.0653 leigh.lenzmeier@so.stearns.mn.us
JOINT POWERS BOARD VICE CHAIR: Jim McMahon	1701 6 th Ave North Sauk Rapids, MN 56379 320.251.0400 jim.mcmahon@co.benton.mn.us
JOINT POWERS BOARD SECRETARY: Tammy Biery	1542 Northway Drive, Door #2 St. Cloud, MN 56303 320.308.5702 tammy.biery@sbetc.org

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
STEARNS-BENTON WORKFORCE DEVELOPMENT BOARD CHAIR: Heidi Peper	1200 25 th Ave South, P.O. Box 1717 St. Cloud, MN 56302 320.229.4386 hpeper@sehinc.com
STEARNS-BENTON WORKFORCE DEVELOPMENT BOARD VICE CHAIR: Jill Magelssen	1410 West St. Germain Street, Suite 101 St. Cloud, MN 56301 320.251.1038 jill.magelssen@expresspros.com
STEARNS-BENTON WORKFORCE DEVELOPMENT BOARD SECRETARY: Tammy Biery	1542 Northway Drive, Door #2 St. Cloud, MN 56303 320.308.5702 tammy.biery@sbetc.org

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Regional Workforce Development Area 3
Local Workforce Development Area	Stearns-Benton Workforce Development Board

Committee Name	Objective/Purpose
Youth Committee	<p>Youth Council Mission: To lead and bring together community resources to focus on youth becoming capable and satisfied workers.</p> <p>Youth Council Purposes: Guide Youth Policy and Coordinate Youth Services in Local Area.</p> <p>Youth Council Functions/Responsibilities:</p> <ul style="list-style-type: none"> • Strategic Planning • Leveraging Resources • Overseeing Programs. <p>To coordinate youth activities in WSA; develop portions of local plan related to eligible youth as determined by Local Board; recommend eligible youth service providers subject to Local Board approval; conduct oversight with respect to eligible providers of youth activities in local area subject to approval of Local Board; carry out other duties as authorized by the chairperson of local board. The purpose of the Youth Council is to provide expertise in youth policy and to assist the local board in:</p> <ul style="list-style-type: none"> • Developing and recommending local youth employment and training policy and practices; • Broadening the youth employment and training focus in the community to incorporate a youth development perspective; • Establish linkages with other organizations services youth in the local area; and • Talking into account a range of issues that can have an impact on the success of youth in the labor market.
Program Committee	<p>Mission: Create a collaborative partnership between the Workforce Center, jobseekers, employers, and the community partners that assist people to acquire skills, advance and transfer employable skills while building economic vitality and prosperity.</p>

	<p>Vision: Educate, prepare, and assist job seekers by building and strengthening their skills and knowledge through active participation from the Workforce Center, job seekers, employers, and the community partners using their expertise and resources.</p> <p>To provide input to, review performance of, and report to Boards and Community about the programs available through the Workforce Center partnership (the “core” business of the WIB), the Memorandum of Understanding partners, and other community resources. Includes input into local plans, review of local performance, Customer Satisfaction reports and Annual Report, recommendations to local boards on certification of training providers. Receive reports from Local Workforce Center Site Manager and “core” WFC partners. Recommend and approve subject to approval of local board service providers.</p>
<p>Executive Committee</p>	<p>Comprised of the Current Workforce Development Board Chair, the past Workforce Development Board Chair, Chair-Elect, the Workforce Development Board representative to the Joint Powers Board, and the chairs of the standing committees, to coordinate the work of the Local Workforce Development Board. To market and communicate needs of employers and job seekers, needs identifications, outcomes to the public and stakeholder groups. To recruit and train Board and Committee members, evaluate member experiences (at minimum annual satisfaction survey and review of attendance records), recommend slates of members and officers for full Workforce Council Board consideration. With Joint Powers Board, to provide guidance and oversight of Executive Director of SBETC.</p> <p>Duties of the Executive Committee shall include but not limited to:</p> <ul style="list-style-type: none"> • Member Recruitment; • Orientation and Development; • Performance; • SBETC Executive Director Hire and Performance Reviews; • Day-to-Day Governance of SBETC as LWSA Administrative Entity; • Oversight of the One-Stop Operating Consortium; • And Oversight of Memorandum of Understanding.

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area	Regional Workforce Development Area 3
Local Workforce Development Area	Stearns-Benton Workforce Development Board

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which WFC?	If not in WFC, provide Address, City, State, ZIP Code
Central Minnesota Jobs & Training Services, Inc. (CMJTS)	CMJTS and SBETC jointly provide services for the SFY16-17 Rural Career Counseling Coordinator Grant. This grant will connect, provide services, assess and compile information, make recommendations, and share best practices found in the 13-county central Minnesota Workforce Development Region 3, which combines LWDA's 5 and 17.	DEED's Rural Career Counseling Coordinator grant #6174800	WFC 17	

LOCAL WORKFORCE DEVELOPMENT AREA NON-WFC PROGRAM SERVICE DELIVERY LOCATION LIST

Regional Workforce Development Area

Regional Workforce Development Area 3

Local Workforce Development Area

Stearns-Benton Workforce Development Board

Name and Location (City)	Program Service Delivered
ISD # 742 (St. Cloud)	HECAP
ISD # 742 (St. Cloud)	Youth at Work (YAW)
ISD # 47 (Sauk Rapids)	Youth at Work (YAW)
Sauk Centre High School (Sauk Rapids)	MYP (CareerONE #2)
St. Cloud State University (St. Cloud)	MYP (CareerONE)
GNP Company (Cold Spring)	NEG Grant
GNP Company (Cold Spring)	Apprenticeship
CentraCare Health (St. Cloud)	Apprenticeship
Numerous schools in the Stearns/Benton sounding areas	Out Reach to Schools (depending upon funding)
ISD 742 (St. Cloud)	Youth Build

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

St. Cloud MSA Employment Statistics			
Industry Title	Employment	% of Total Employment	Avg. Annual Wage
Total, All Industries	100,144	100.0%	\$40,152
Health Care and Social Assistance	18,363	18.3%	\$48,573
Manufacturing	15,262	15.2%	\$44,505
Retail Trade	13,177	13.2%	\$25,692
Educational Services	8,540	8.5%	\$43,144
Accommodation and Food Services	7,669	7.7%	\$12,831
Construction	5,659	5.7%	\$54,626
Admin. Support and Waste Management Services	5,288	5.3%	\$27,058
Wholesale Trade	4,230	4.2%	\$48,251
Transportation and Warehousing	3,985	4.0%	\$42,089
Finance and Insurance	3,405	3.4%	\$56,784
Public Administration	3,118	3.1%	\$52,289
Other Services (except Public Administration)	2,794	2.8%	\$25,612
Professional, Scientific, and Technical Services	2,411	2.4%	\$54,923
Information	1,832	1.8%	\$51,693
Real Estate and Rental and Leasing	1,173	1.2%	\$27,778
Arts, Entertainment, and Recreation	1,120	1.1%	\$12,372
Management of Companies and Enterprises	707	0.7%	\$86,510
<i>Source: DEED, QCEW program</i>			