

Local Plan

Minnesota's Workforce Development System Under WIOA

Program Years 2016 & 2017

Submitted by

RWDA:

Region 3 Leadership & Planning Board (R3LPB)

LWDA:

5 – Central Minnesota Jobs and Training Services, Inc. (CMJTS)
Workforce Development Board (WDB)

Department of Employment and Economic Development

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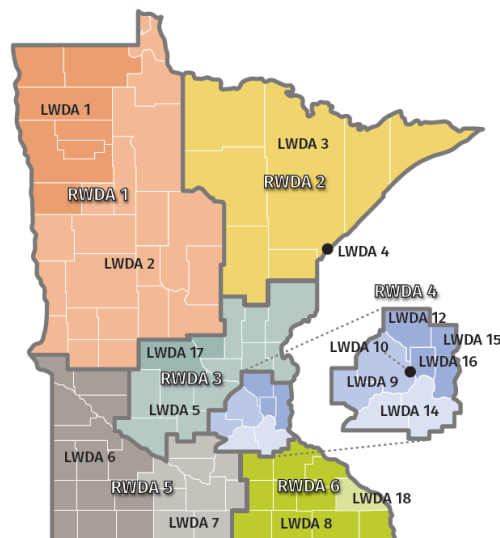
INTRODUCTION

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 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 standalone partner sites.

The Central Minnesota Jobs and Training Services, Inc. Workforce Development Board, also known as Central Minnesota Workforce Development Board (WDB/LWDB), will designate, at a minimum, one comprehensive one-stop center in Local Workforce Development Area (LWDA) 5 that provides access to the services of all required partners.

In order for a one-stop to be designated a comprehensive center, it must demonstrate that the following criteria have been met:

- Access to the services of the four core programs: WIOA Adult, Dislocated Worker and Youth formula programs Title I, Adult Education and Literacy Act programs Title II, Wagner-Peyser Act Employment Services Title III, and Rehabilitation Act Title I programs Title IV
- Additionally, the following partner programs are required to provide access through the one-stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, Unemployment Compensation Programs, and YouthBuild.

A local board may also recognize affiliate, specialized, and standalone partner sites as long as that site makes available to jobseekers and business one or more of the one-stop partners' programs, services, and activities. With the exception, the NPRMs do reaffirm that standalone Wagner-Peyser offices are prohibited, so a Wagner-Peyser office cannot serve as an affiliated site without at least one other required partner.

The affiliate site operator must provide a specific list of services and a description of each that will be available at the affiliate or standalone site.

Requests for affiliate, specialized, and standalone partner site consideration will be submitted to the WDB. At this time the Central Minnesota WDB has no plans of expanding services in multiple sites. The local board includes members from the core title providers and has received approval from the governor to maintain local area designation as, "Local Workforce Development Area 5", formally referred to as "Workforce Service Area 5". Also, pursuant to WIOA section 107, LWDA 5 has been designated to be included in Regional Workforce Development Area 3.

All removals and additions of LWDA 5 WorkForce Centers and affiliate sites must be approved by the CMJTS Joint Powers Board (JPB).

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

Connectivity and coordination occurs throughout the workforce development area through quarterly meetings of partner program management, known as the Partner Manager Meeting. This team meets quarterly to discuss workforce center operations, determine and clarify policy, address staffing issues, identify opportunities for collaboration, share successes and best practices, ensure appropriate access to partner programs and services, and partner program updates regarding staffing, budgets and services. This group includes CMJTS program managers for WIOA youth, adult, and dislocated worker programs, SCSEP, and public assistance programs including MFIP and SNAP, Pine Technical and Community College public assistance programs, DEED Job Service, and Vocational Rehabilitation.

Further connectivity and coordination occurs through monthly workforce center team meetings at each of the workforce centers located in LWDA 5. Partner representation during these meetings includes staff, supervisors, and managers for WIOA youth, adult, and dislocated worker programs, SCSEP, public assistance programs including MFIP and SNAP, DEED Job Service, Veteran Services, Functional Industries, Adult Basic Education, and Vocational Rehabilitation.

Further coordination and connectivity between physical sites is achieved through the itinerant staff that routinely travel between Workforce Centers, such as the DEED Field Operations Regional Manager, Veterans representatives, and Job Service staff who conduct workshops like Creative Job Search at many local centers. These staff are often sources of ideas on how to collaborate effectively within a center as they see how various centers operate regarding referrals, cooperative staffing, and service delivery tactics.

Additionally, a team made up of core partner manager representation including WIOA youth, adult, and dislocated worker programs, DEED Job Service, Adult Basic Education, and Vocational Rehabilitation has completed courses in a seven-week course provided by Acumen, *The Course for Human-Centered Design*. Brainstorming sessions and focus group listening sessions were held with the intent to generate ideas, create concepts, and prototype solutions for problems common to all of the physical sites within the local workforce development area. This group plans to meet on a regular basis and implement regional staff meetings to ensure consistency in implementation of proven solutions.

Finally, CMJTS has workforce development coordinators (WDC) on staff who conduct outreach to businesses and provide them with workforce development resources. CMJTS also use the DEED business service representatives (BSR) in their areas to make meaningful connections with businesses. WDCs and DEED BSRs meet regularly to coordinate business services. Additional stakeholders are invited to these business services meetings, including local college representatives, customized training, CMJTS regional managers, and local businesses. The WDCs and BSRs meet quarterly with managers to identify best practices, share information, and coordinate services.

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

The WDB brings together many separate partners to seamlessly provide an array of services, from job search assistance to placement to supportive services. LWDA 5 has in place established collaboration with all required partners in the one-stop; strong relationships with business, industry, and postsecondary education; and

continued support from our Local Workforce Development Board. Partner managers, supervisors, and staff meet often and in a variety of settings to discuss activities, results and opportunities for collaboration to benefit the local workforce development area. Additionally, WDB and subcommittee membership includes many service providers including Wagner-Peyser, Adult Basic Education, and Rehab Services.

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 current hours of operation at our Workforce Center and partner sites is from 8 am to 4:30pm, Monday through Friday. Non-traditional hours are available to accommodate special needs such as evening facilitation of workshops and participation in local job fair events. Additional strategies that can maximize customer services, especially those with barriers, will be considered.

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.

WIOA identifies specific areas of Career Services. The local board, either by staff or through contracts and MOUs with local partners, provides the following services to individuals who are youth, adults or dislocated workers through the one-stop delivery system:

- Outreach,
- Intake and orientation
- Initial assessment
- Labor exchange services
- Eligibility for services
- Referrals to programs
- Performance and cost information
- Information on unemployment insurance
- Financial aid information and
- Follow-up services

The WDB classifies career services into three categories, basic career services, individualized career services, and follow-up services. Additionally, priority for individualized career services is given to low-income adults and public assistance recipients, individuals who are basic skills deficient, and individuals with barriers to employment or service access.

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

The strategies noted below will be used to leverage technology for services and ensure compliance with accessibility standards:

- Promote access to WFC services and programs to people with disabilities through the Disability Employment Initiative (DEI).
- Share resources with the disability resource coordinator for those who need assistive technology or accommodations.
- Train all staff on available assistive technology and referral resources.

- Use resource room computers to hold Skype interviews with customers, and provide access to the MN Relay system.
- Work to develop an online chat room for WorkForce Center services.
- Provide use of a dedicated email address to offer online resume review, and delivery of online services.
- Move toward (develop) a virtual experience with WorkForce Center services, including program videos explaining services, development of online program application, and chat room features for job search advice.

The Central Minnesota WDB recognizes the need to enhance online services, creating the opportunity for a virtual WorkForce Center experience, and coordinating partner services provided at WorkForce Centers. However, due to the size of technological investment necessary to accomplish this goal, the WDB is unable to be the sole source of financial contribution. The LWDB will support state plans to accomplish this goal and will work with state partners in testing promising strategies for effectiveness in LWDA 5.

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.

Central Minnesota Jobs and Training Services, Inc. (CMJTS) is the program provider for WIOA Adult, Youth, and Dislocated Worker programs in LWDA 5, as well as the MFIP Services provider in several LWDA 5 counties. CMJTS is a private, non-profit organization established in 1984. Its mission is *to strengthen Central Minnesota communities through leadership in workforce excellence*. CMJTS provides services to individuals and families across the LWDA through a number of programs designed to help people meet their basic needs while they pursue employment and training goals designed to increase their movement toward greater economic self-sufficiency.

Staff are knowledgeable about local resources and cultivate relationships with community agencies in order to make referrals to these resources and agencies, as appropriate. Staff also participate in groups or committees that address regional support needs such as transportation, housing, and community collaborative efforts. Examples include:

- Operation Community Connect and Operation Homeless events that integrate multiple community resources to our customers and others in the community
- Advisory Board of the Crisis Nursery, serving Wright County, operated through Kindred Family Focus

Local county resource guides are updated regularly and include resource and referral information for community-based organizations and resources including:

- County Human Service Departments
- Food Shelves
- Energy Assistance
- Weatherization
- Housing
- Head Start
- Counseling and Therapy
- Treatment Programs

A “welcome packet” is provided to all new visitors to which includes information regarding the variety of resources and services available in the WorkForce Center.

Integrated resource teams are being piloted at CMJTS through the DEI project. This model of case management is very effective in bringing all resources to the table, and CMJTS plans to expand this model to all programs as a best practice.

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.

The CMJTS Workforce Development Board (LWDB) has a standing committee of the board, the LWDB Executive Committee that addresses infrastructure funding requirements or Cost Allocation Plans (CAP) between Workforce Center partners, ensures state policies are reviewed and followed, and addresses any discrepancies or disagreements among the partners. The core partners are invited to the WDB Executive Committee to report information and service delivery updates. The Workforce Development Board Policy and Procedure Manual addresses such areas as conflict of interest and conflict resolution procedures. Board member orientation also requires the Core Partners of the WFCs to present their programs and services to the board. In addition to the Executive Committee, the WDB has a Finance Committee that when summoned will address any discrepancies in the CAP and report back to the Executive Committee. Note: The WIOA State/MWCA One-Stop-Operator Committee is currently working on the policies and structure of the CAP. Once completed, these policies and procedures will be presented to the Executive Committee to ensure they have required oversight over infrastructure funding requirements. In addition, WIOA requires the WDB's to have oversight over the One-Stop System and it's CAP. Therefore, the Executive Committee will be reviewing how each Core Partner in the One-Stop is providing services and report back to the full board, once it is approved.

If the LWDB fails to reach consensus agreement on methods of sufficiently funding the costs of infrastructure of one-stop centers through the aforementioned methods and policies, they will be presented to the Region 3 Leadership and Planning Board for final resolution.

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.

The LWDB procurement of workforce development services may or may not involve infrastructure funding requirements depending on the services procured. However, all services are aligned with the service delivery within the local workforce development area. In addition, an appointed standing committee of the WDB has oversight over the RFP process from start to completion, reviews the success of the provided services, and determines funding and approvals. The selection of final RFPs are reviewed and approved by the full LWDB.

For example, a Request for Proposal (RFP) includes the following: RFP release date, mandatory phone consultation or meeting deadline, proposal due date, review and selection period (by the LWDB selected committee), bidder award notification, project completion deadline, contract contact, application cover sheet with authorized signatures, program abstract, budget summary, budget narrative, certification of compliance, statement of assurances, proof of transportation insurance, use of funds, general information to ensure the success of the project. The RFP is first

reviewed by the appointed LWDB Standing Committee for funding, content, and procedural information; next, it is posted for 30-day period on the CMJTS Website or sent via email or mail to providers, in which all “interested parties” are directed to attend mandatory informational meetings or scheduled conference calls. If these parties fail to attend the mandatory meeting or conference call, they are not considered for the RFP because this informational meeting outlines the funding requirements and the alignment of service delivery within the local WDA. The LWDB and its appointed standing committee reserves the right to approve or disapprove services providers, based on internal selection criteria.

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

The new **WIOA Minnesota State Workforce Center Partner Memorandum of Understanding (MOU)** is currently in its final stages of development by the State WIOA One-Stop Operator Committee and final approval by the Minnesota Workforce Council Association (MWCA) and DEED. It will be completed and approved in May of 2016. Its compliance date is scheduled for June 30, 2017. Once it receives final approval, the WIOA MN MOU policy and MOU “template” will be posted for 30-day review and distributed to LWDBs for their use.

WIOA Section 121 (c) requires that each LWDB, with the agreement of the Area’s Chief Elected Officials (CEOs), enter into a memorandum of understanding with all the entities that will serve as partners in the One-Stop delivery system that operates in the local workforce development area (LWDA).

WIOA Section 121 (a) (1) and 121 (b) (1) requires that all entities that “participate” in the Area’s One-Stop delivery system as One-Stop partners, whether required (WIOA Section 121 (b) (1)) or additional (WIOA 121 (b) (2) & (b) (1) (B)), **must be parties to this MOU and must abide by the terms prescribed in the Act by all applicable federal, state, and local rules, plans, and policies.**

Therefore, the CMJTS Workforce Development Board is required to establish and operate local One-Stop service delivery systems in accordance with WIOA Section 121 (e), which lists the services and activities that must be provided through the One-Stop delivery system.

Furthermore, WIOA Section 107 **gives the LWDBs the responsibility for oversight of the One-Stop delivery system** in each local area and requires the LWDBs to describe the activities and functions of the One-Stop service system and to **prescribe the guidelines for carrying out these responsibilities** in the Local WIOA Plan.

The LWDB will request that each mandated “core” and “additional” One-Stop or Workforce Center partner will define their roles and responsibilities in the MOU document; however, these roles and responsibilities must be mutually agreed by the parties for the operation of the One-Stop Service Delivery System, or the LWDB in the LWDA, as required under WIOA.

LWDB, in consultation with the LCEOs, will make decision of comprehensive and affiliate WorkForce Center site locations (or One-Stops), within the 11-county region of LWDA5. In addition, the LWDB reserves the right to determine the staffing of the comprehensive center(s), in order to maintain the integrity of the comprehensive center and the policies set forth by the WIOA One-Stop Operator Committee, MWCA and DEED on the certifications and definitions of a comprehensive center and affiliate site.

Methodologies determined by the LWDB, DEED, USDOL and USDOE and other partner entities, such as proportionate share, cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party,

will be considered in these decisions.

MOU termination: LWDA 5 MOU will remain in effect until the end date specified in the MOU document. Any single partner may request to terminate its participation as a party to this MOU. However, in such an event, the LWDB will provide written notice with thirty (30) days of the request to all remaining partners, which will not affect their status in the MOU. The effect of such a termination of any partner that terminated its role as a party, without due cause outlined in the policies of the MOU, is no longer eligible as a partner in the One-Stop system and will not be permitted to serve on the LWDB as a One-Stop partner representative.

The LWDB will regularly review the MOU with every One-Stop partner to describe operations, services provided and coordinated, funding, and referrals. MOUs must be reviewed every three years or more frequently if required.

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

The mission statement of the Central Minnesota Local Workforce Development Board (WDB) is: "To provide leadership that integrates workforce, education and economic resources for our communities." Its vision statement is: "To provide a workforce that improves the quality of life in our communities."

Through the involvement of the business-majority-led workforce development board, participation of community based organizations, and education, the Central Minnesota WDB is constantly focused on the dual task of addressing business workforce needs and assisting job seekers in fitting the needs of local businesses. The WDB convenes policy makers, educators, local economic development agencies and chambers of commerce each year to ensure that the data received from the DEED regional analysts aligns with the current situation throughout the 11-county area. This information is then used to either change or reaffirm the direction that is set for employment and training resources in LWDA #5.

This continuous effort focuses the direction of workforce center staff on guiding job seeker and workers toward in-demand careers available in their communities.

The WDB Workforce Development Committee has, through its research, identified target industries in the different sub-regions of LWDA #5. These industries constitute sectors where there are high-demand and high-wage employment opportunities.

WDB members are committed to supporting training for, and placing workers in jobs within the identified targeted industries. This local area strategy moves forward in sync with state priorities under WIOA.

The local area board's strategic vision coincides with the goals established by the Governor's Workforce Development Council and includes outreach to businesses in the five industry sectors: manufacturing, healthcare, construction (transportation), natural resources and energy (agriculture), and professional and business sectors (information technology).

Further, the WDB's Business Service Representatives and Workforce Development Coordinators are tasked with gathering from area businesses "leading indicators" – statistics on where these companies are headed and what hiring they expect to do in the near future. This process provides forward-looking data the WDB can use to further advance the goal of getting Minnesotans back to work in a meaningful career pathway, and supporting business needs.

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

The Workforce Development Board (WDB) acknowledges the expectation that occupational skills training be linked to in-demand employment opportunities in the local area or planning region. In order to maximize opportunities for job seeker success, the WDB uses several sources of data to analyze the regional economy and uses that information to prepare and educate a skilled workforce. Sources used for decision-making include:

- industry concentration and growth patterns;
- commuting patterns;
- political jurisdictions and alignments;
- unemployment, vacancy, and other traditional labor market indicators
- population and workforce demographics

In the course of service delivery decision making, the WDB often identifies specific economic issues within the local area that require attention. The Workforce Development Committee of the Central Minnesota Workforce Development Board meets monthly and reviews current economic and labor force conditions in LWDA #5, as well as the surrounding areas which have an impact on the regional economy. This committee works closely with the Department of Employment and Economic Development (DEED) Regional Analyst and Local Workforce Development Area partners to ensure focus on conditions, trends, and patterns will influence workforce development activities. DEED's Business Services Annual plan's targeted industry is based on the WDB's identified targeted industries.

Additional Workforce Development Committee information gathering activities include:

- Regular reports from DEED bring current issues and factors which the committee needs to consider in planning for the future.
- Monthly committee meetings include updates from local business on recent activities, regional trends observed, and possible solutions for issues of concern.
- A Job Service Field Operations Regional Manager, who is responsible for Business Services in LWDA #5 and Planning Region #3, sits on the Central Minnesota Workforce Development Board, as well as the Workforce Development Committee. This offers the committee and board a comprehensive look at the region.
- The DEED labor market Regional Analyst provides monthly labor market information reports to the WDB and the workforce development committee, offering assistance in how to determine and serve the high-demand, high-wage occupations available in the Central Minnesota local area.

The mission of the LWDB's Youth Committee is "to help youth make a connection between learning and earning." This includes the committee's responsibilities to:

- Coordinate LWDA 5 youth activities through program development, resource and referral, and program coordination with other community based organizations.
- Provide assistance with developing effective practices for youth services, including follow-up service, internships, work experience, incentives, and youth development models.
- Recommends youth services providers by reviewing of request for proposal applications.
- Evaluate products, services and programs for youth via monitoring of programs and identification of best practices and quality performance standards.

As part of the process of approving funds for occupational skills training for programs that lead to recognized credentials, LWDA #5 will give priority to programs that are aligned with in-demand industry sectors or occupations in the local area.

- 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.

For purposes of this local plan, CMJTS WIOA youth, adult and dislocated worker title I provider, will provide the PY15 performance indicators until which time PY16 measures have been negotiated.

- 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.

The LWDB mandates the following strategies will be required of core program managers in order to align resources to the LWDA and achieve the board's vision, goals and strategies in the region:

1. One-Stop Core partner (OSCP) managers will be required to attend LWDB meetings and will be appointed to LWDB standing committees of the board by the LWDB Chair. These placements will ensure that core partners understand the vision, mission, values and goals of the LWDB.
2. OSCP's will report to the standing committee assigned and will meet the goals of their perspective committee. For example, if the Workforce Development Committee requires business services and workforce development coordinators to submit reports to the committee on what businesses they have visited in "assigned sectors" and the outcomes from that business, they are required to do so. This information is vital to the work of the board in its communities. In addition, if this committee selects "sector strategies" of the board based on DEED LMI information, the BSRs and WDCs must do the bidding of the board. If they do not see the board as the conveners of WFD in the region and refuse to submit reports, as requested, the LWDB will develop policies to address this issue.
3. One-Stop Core (and additional partners, as necessary) will be required to attend LWDA 5 Managers meetings, as scheduled. Minutes may go to the LWDB Executive Committee for review, upon their request.
4. OSCP's will be invited to board special events, board orientation, and board monthly meetings. Board orientation is essential in understanding the work of the board and OSCP's will be required to present their programs and services to board members as a section of the board orientation process.

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.

The workforce development system is a crucial partner to post-secondary entities and business in helping untrained workers obtain skills that lead to meaningful careers, including programs of study authorized under Carl D. Perkins Career and

Technical Education Act. Secondary and postsecondary representatives serve on the Workforce Development Board and Youth Committee to better align core programs with appropriate programs of study. Every effort is made to link job seekers with academic and technical training relevant to their career goals, across secondary and postsecondary education.

Central Minnesota employers reported 8,685 job vacancies in the fourth quarter of 2014, a 21 percent increase compared to the previous year. Overall, almost half of the openings were part-time, and nearly **one-third required postsecondary education**. Examples of education and credentials that individuals may need to find employment in the industry sectors listed above are contained in the table below.

Table 11. Central Minnesota Occupations in Demand by Education Level, 2014			
Less than High School	High School or Equivalent	Some College or Assoc. Degree	Bachelor's Degree or Higher
Personal Care Aides (\$22,731)	Customer Service Rep. (\$30,014)	Nursing Assistants (\$26,293)	Training and Development Specialists (\$48,666)
Stock Clerks & Order Fillers (\$21,721)	Social & Human Service Assistants (\$30,459)	Heavy & Tractor-Trailer Truck Drivers (\$49,931)	Secondary School Teachers (\$56,970)
Slaughterers & Meat Packers (\$27,135)	Tellers (\$24,789)	Registered Nurses (\$73,330)	Family and General Practitioners (\$186,921)
Combined Food Preparation & Serving Workers (\$18,068)	Light Truck or Delivery Services Driver (\$28,420)	Licensed Practical & Licensed Vocational Nurses (\$39,488)	Physical Therapists (\$79,501)
Cashiers (\$19,484)	Carpenters (\$43,625)	First-Line Supervisors of Production Workers (\$54,026)	Industrial Engineers (\$77,707)
Packers & Packagers, Hand (\$19,241)	Maintenance & Repair Workers, General (\$40,383)	Computer Support Specialists (\$43,656)	Physicians & Surgeons, All Other (\$193,532)
Retail Salespersons (\$22,014)	Office Clerk, General (\$29,199)	Medical Assistants (\$33,220)	Nurse Practitioners (\$105,496)
Laborers & Freight, Stock, & Material Movers (\$24,418)	Bus & Truck Mechanics & Diesel Engine Specialists (\$42,942)	Hairdressers, Hairstylists, & Cosmetologists (\$19,879)	Child, Family, and School Social Workers (\$53,496)
Home Health Aides (\$23,414)	Farm Equipment Mechanics & Service Technicians (\$39,592)	Surgical Technologists (\$47,952)	Accountants & Auditors (\$58,016)
Laundry & Dry-Cleaning Workers (\$24,386)	Welders, Cutters, Solderers, & Brazers (\$38,692)	Emergency Medical Techs & Paramedics (\$37,198)	Special Education Teachers, Middle School (\$55,937)

Source: [DEED Occupations in Demand](#)

LWDA staff participate in several regional development initiatives and communicate current information to the WDB. Partner staff use this information to develop program goals and enhance their relationships with local business and industry. Examples of collaboration with the local workforce development system core program partners include:

- **Meeker/McLeod Career Technical Advisory Committee**

Key players: Southwest Initiative Foundation, Ridgewater College, CMJTS, Litchfield Chamber of Commerce; Southwest Service Cooperative, manufacturing companies; area secondary schools.

Partners are discussing appropriate activities to promote manufacturing jobs to students in high school.

- **Cambridge – Isanti Schools Business Advisory Committee**

Mission/Objective: This group was formed as an action step in the district's recent strategic planning sessions. The purpose of the committee is to give guidance and input to the district as they work to have the education of their students be current and relevant in our world, and in the students' lives. The committee will assist the schools in the planning and implementation of relevant programs and will help expose students to real perspectives of business leaders and provide them with experiences in careers, along with the path needed to enter those careers.

Key players: Local businesses, community partners, and school district staff. The initial meeting for this group was held in February 2016. Monthly meetings will be scheduled to assist with planning for the 2016-2017 school year, then will be adjusted to best suit the work of the group. The WDB was requested to provide input through CMJTS WorkForce Development Coordinator.

- **Healthcare Alliance**

Mission/Objective: The Healthcare Alliance is a vibrant partnership between K-12, higher education, healthcare providers, and the workforce center system striving to ensure there are qualified healthcare professionals to meet the future needs of East Central Minnesota and Western Wisconsin.

Key players: The Healthcare Alliance is convened by Pine Technical and Community College, and includes Anoka Ramsey Community College, Bethel University, Southwest MN State University, Adult Basic Education, K-12 schools, HealthForce MN, Public Health, DEED, CMJTS, and local healthcare providers including health systems, hospitals, clinics, long-term care, and home care. The Alliance has hosted up to 55 partners, and its work varies based on current workforce trends. This group has responded to multiple grant opportunities and has completed work and initiatives for two federal grant projects. The WDB supports this work through the input of CMJTS and DEED staff, regional statistical analysis, and partnership with grant funded projects as appropriate. The group has recently transitioned to new leadership, and work for the most recent TAACCCT healthcare grant, Health Professions Pathways, has come to a close. The group is scheduled for a regional healthcare data trends review and will continue work based on this information and needs identified by the partner organizations.

- **Anoka Ramsey Community College, Coon Rapids and Cambridge Campus Advisory Boards**

Mission/Objective: ARCC College President, Kent Hanson, initiated this group of community leaders to act as a resource, provide input, and help guide decision making for the Cambridge Campus as they continue their work of increasing connections with the community and local needs.

Key players: Representatives from local private business, the city and county, chambers of commerce, economic and workforce development, K-12 and community education, community members, student senate, local state legislator, and college staff and faculty. The WDB and workforce interests are represented by CMJTS Workforce Development Coordinator.

This group was initiated during 2014, and deemed valuable to the strategic planning and goal setting of the college. The advisory board has continued to meet monthly and is set to continue on an on-going basis with a short break during the summer months.

- **Pine Technical College Business Technology Advisory Board**

Mission/Objective: The overarching mission for this group is to provide guidance and advice on program design, operation, accountability, and closure. This will be accomplished by meeting the following objectives. Assist in the development of programs of study, review technical course work of the program, recommend equipment and material purchases and strategies to acquire resource for program purposes, and assist in recruitment of students, placement of graduates and program promotion.

Key Players: The board has 10 members, and is composed of industry professionals, secondary educators, graduated students, partnering institutions, college administration and faculty and others with a vested interest in Business Technology Education. The goal is for broad representation to include diverse

populations, differing occupational levels and company dynamics within the industry, labor, trade and professional organizations, community based organizations and education. The WDB has a voice in this group through Rebecca Perrotti, CMJTS Workforce Development Coordinator (Cambridge) and Barbara Chaffee, CMJTS Chief Executive Officer (Coon Rapids).

Since the group's inception during 2014, a full review of the program curriculum has occurred and improvements made to meet industry and student need based on input from the advisory board members. Formal meetings are scheduled at least two times per academic year with additional meetings conducted as needed.

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.

The workforce development needs of local job seekers includes the need for employment and training services to increase occupational skills achievement, job retention, and wage potential in a meaningful career pathway. The focus of core program services will be on utilizing existing career pathways experience and expanding capacity of their work over time. Core program activities will align with the career pathways approach.

Local job seekers express three general needs; the need to obtain new employment due to job loss, the need for a career or job change due to underemployment, and assistance accessing the services available to help job seekers gain self-sufficient and meaningful employment.

Alignment of core programs including workforce investments, education, and economic development will create a high quality workforce. This can be done through core programs by ensuring jobseekers are provided local labor market information, gearing the worker toward employment prospects in demand-driven occupations. A combination of services may be provided to help the job seeker access employment opportunities including alignment of skill needs of industries in the local area; preparing individuals for secondary or postsecondary options, including work-based options; career counseling; and referrals to community resources for support services.

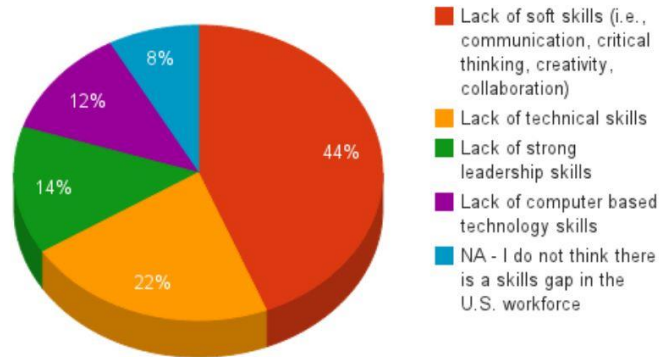
Many individuals accessing the WorkForce Center are considered long-term unemployed and, LWDA #5 continues to see individuals across demographic age groups who are coming into the workforce system for the first time. These individuals who have never had to job search before need both extensive assistance in resume writing, job search, and networking, as well as up-to-date training in computer skills and industry certifications to make them viable candidates for employment opportunities. For these individuals assisting in maintaining a positive outlook regarding the possibility for securing employment is crucial. With limited experience in job search and pressing financial needs, resisting the urge to succumb to depression and isolation is critical.

Providing centralized information for various resources in their local areas, like community action agencies, financial assistance agencies and county services will be very useful to first time job seekers. Additionally, providing claimant access to unemployment insurance staff to answer questions regarding the intricacies of this program will be essential.

The LWDB continually stresses the importance of soft skills in jobseekers in order to increase employment opportunities. As shown in the chart below from Adecco Staffing US, which conducted a phone survey of 500 top executives, employers across the nation put a high value on soft skills that a candidate possesses. These qualities include the ability to work in a team, think critically, and communicate

effectively. The core programs provide one-on-one job coaching to refine these skills. Jobseekers are also provided the opportunity to develop these basic abilities through work experiences, transitional job placements, and On-the-Job trainings with local employers funded through WIOA Title I programs.

Which of the following do you feel BEST defines the “gap” in the U.S. workforce skills gap?



SOURCE: ADECCO

J&C CNBC

Finally, the WDB will expand access to employment opportunities by encouraging core partners to support education and training, career pathways, co-enrollment, and transition to re-entry for individuals with criminal histories. Many initiatives and services exist to support this work including:

- The Central Minnesota WDB may use up to 10 percent of Adult and Dislocated Worker Grant funds to provide transitional jobs that are time-limited work experiences that are subsidized and in the public, private, or nonprofit sectors for individuals with barriers to employment who are chronically unemployed or have an inconsistent work history. Transitional jobs are developed to help individuals establish a work history, demonstrate success in the workplace, and develop the skills that lead to entry into and retention of unsubsidized employment.
- The Central Minnesota WDB supports educational and career advancement for incarcerated and post-release individuals, through a range of education and job training activities to promote successful reentry and reduce recidivism.

The mission of Vocational Rehabilitation Services is to empower Minnesotans with disabilities to achieve their goals 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 instruction 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.

Providing access to supportive services for eligible individuals is an integral part of the existing case management system for all core partners in the region. Available supportive services such as access to transportation resources, assistance with child care costs, and housing enable an individual to participate in activities and maintain successful progress. Most programs offered by core partners also include provisions for clothing or equipment required for a new job and resources for medical needs, relocation, and emergency financial assistance during training and/or job search. Also, local county resource guides are updated regularly and include resource and referral information for community-based organizations and resources including:

- County Human Service Departments
- Food Shelves
- Energy Assistance
- Weatherization
- Housing
- Head Start
- Counseling and Therapy
- Treatment Programs

- 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.

Changing labor market trends, and the desire to help job seekers obtain meaningful employment more so than just a “job” drives the Central Minnesota WDB. In LWDA #5, providing career pathway services to customers is standard practice. The concepts of connecting individuals to education, providing supportive services for those in education, providing career navigation, providing employment 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.

Alignment among core programs to implement career pathways exists in that a series of connected education and training opportunities are established, and the appropriate core programs provide the support services that enable jobseekers to progress through the pathway and successfully obtain employment in an in-demand sector. Career pathways training models contribute to the overall goals of employment and training programs. Providing individuals the best path to long-term career success, with opportunities to build upon their skills, “stacking” credentials as they progress, and satisfying local business needs for workers. The core partners have implemented multiple career pathway programs since March of 2013, including FastTRAC and Pathways to Prosperity, and continue to grow the capacity to scale these programs.

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.

According to DEED's Occupations in Demand tool, there are hundreds of occupations showing relatively high demand in the region, with training and education requirements ranging from short-term on-the-job training to postsecondary education to advanced degrees. Almost 60 percent of the occupations in demand require a high school diploma or less, while just under 14 percent require some postsecondary training, a vocational award, or an associate's degree. Almost 23 percent require a bachelor's degree, and the remaining 9 percent require advanced degrees.

These occupations are spread across different sectors but are also concentrated in the region's major industries. For example, nursing assistants, computer support specialist, and heavy and tractor trailer truck drivers are among the top occupations in demand based on the consistent need for workers in these industries (see table below).

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)

The Central Minnesota Workforce Development Board supports the local workforce development system by encouraging alignment of business outreach efforts among the core programs. Core program business services strategies and initiatives are discussed monthly at the Workforce Development Committee, a subcommittee of the WDB. This committee also brings in guest speakers from different economic and industry sectors to monitor the needs of business, and of its workers. Each month, local partners in the workforce development system have the opportunity to present any new information regarding services provided to business during the WDB meeting. Given the WDB is 51% private business; this is an ideal place to get a broad based perspective on what businesses need.

Core program Business Service Representatives and Workforce Development Coordinators use their skills in communication, networking, industry/sector knowledge, previous experience recruiting employers, and established employer relationships to identify the local needs of business. An assessment of the local economy and workforce training needs are identified and regularly updated. This information is shared with the WDB, so that they may help support a system response to current economic trends.

The Central Minnesota WDB, and the R3LPB are investigating new manufacturing and healthcare career tracks, which require in-depth knowledge of labor market analysis and data to drive local and regional decision making.

- 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.

Local businesses' workforce investment needs in our area are varied and reflect the geographic similarities, differences, and challenges across our eleven-county area of service. All sectors of business and industry have common need for fundamental core competency in basic employability skills: computer, problem solving, and teamwork, verbal and written communications, workplace mathematics, reading and English. A solid foundation of interpersonal skills is also desired and required to pursue workplace creativity, innovation and process improvement.

A priority for businesses in this area is to keep workers in our communities. By enticing the millennials who have grown up in Central Minnesota, the aging of the workforce and the need to attract workers from other areas will be relieved. As the workforce is already experiencing high retirement rates, the need for new workers across all businesses is at a premium. Local businesses may not be able to match wages of the metropolitan area, other states, and even other countries. Their strategy needs to include other things that are important to young workers. This discovery process is a role the Central Minnesota Workforce Development Board continues to investigate. Through their work as conveners of education, policy makers, workforce development, and economic development, they continue to foster collaboration on these issues. An example of this is the Central Minnesota WDB's April 8, 2016 Workforce Development Board Summit, focused on regional demographics by age group, diversity, disabilities, and retirement in the workforce. Business professionals will make up the panel, discussing challenges regarding hiring needs, retaining employees, and changes or accommodations made in the work environment.

Another priority for businesses is to find a way to continue utilizing the intellectual capital their long-term and aging employees possess. Systems, processes, protocol and even logistics are in jeopardy as retirement-age workers are moving on.

Businesses are interested in finding a way to capture that human capital. They are also ready to think strategically with how to keep these individuals in the workforce. Flexible, project-based work is one area to explore.

Area in-demand occupations include, but are not limited to, healthcare, skilled manufacturing, energy production, scientists, information technology, and truck/transportation. These occupations require advanced and specific career knowledge and training. The demand for these skills currently out paces supply. Post high school educational institutions face difficulty in recruiting, training and graduating sufficient numbers of work ready students to meet current and future workforce/labor needs. The disciplines of science, technology, engineering and math provide the knowledge and skill base most needed by the region's leading industry sectors yet these courses experience a lack of enrollment and are under threat of elimination in area high schools and technical colleges. These skills sets also require an introduction and exposure to younger students, parents and educators so as to create interest and excitement in related careers thereby beginning to address identified labor "pipeline" concerns.

Businesses need a variety of effective, accessible and affordable means and methods to train both new hires and incumbent workers. New hires may begin employment with related training and experience but most often lack niche specific knowledge unique to company product/service, process and competitive advantage. On-the-job training services offer a viable and successful "tool" to both train new workers and address worker training investments and expenses. Incumbent worker training resources, funds, and programs are also a very effective method of workforce development. This method advances current employee skills, careers, and

earnings as they move up within a business, creating entry-or mid-level positions for new employees. This training model can also increase business capacity and help to refine and increase competitive advantage.

Additionally, businesses are investigating their future in the emerging industries characterized by advances in technology. Incorporating those advances may include using renewable energy sources at worksites, complying with mandated or voluntary environmental sustainability efforts (and the costs associate with compliance), or as in the healthcare industry, the business service industry, and public administration, reducing the amount of paper used by converting to electronic records.

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

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 MAD0 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.

Additionally, current and upcoming regional economic development initiatives that the local area is involved in:

- **Comprehensive Economic Development Strategy for Region 7W**

Mission/Objective

In the absence of a regional development commission, economic development professionals and community stakeholders convened to create the necessary documents that will allow for application for emergency disaster funding and federal economic development funding.

Key players: Economic development professionals from the counties and cities within 7W are the primary conveners and advocates for this initiative and are responsible for program oversight. Additional partners include: private business and industry, school officials, local elected officials, workforce center representatives and community residents. The WDB is an advocate for the CEDs as it impacts workforce development and the labor market and as a required partner, the WDB provides staff support and project guidance.

Summary to date: The CEDs project has been completed. The completed and approved plan has been submitted to the Federal EDA. Further notification of plan funding and approval is expected. The WDB has successfully completed its role in the plan development. Work on the advisory board continues.

- **Central Minnesota Quad Counties CEDs Board for Region 7W**

Mission/Objective

The Central MN Quad County CEDs Board's purpose is to "decentralize" the CEDs program and to expand and develop a new business plan, with financial projections, completion and distribution of a CEDs Survey and other things related to the regional project. Upon the approval of the new business plan, it will be submitted to the EDA for authorization.

This work is a continuation of the original work of the Comprehensive Economic

Development Strategy (CEDS) for Region 7W to create a necessary document that allows the region to apply for federal grants for emergency disaster funding and federal economic development funding.

Key players:

Economic development professionals for the four counties and cities in Region 7W are the primary conveners and advocates for this initiative and Region 7E East Central Regional Development Commission Director, Robert Voss has oversight over this project.

Additional partners include: Community/Economic Development Coordinators, County Administrators, County Commissioners for 7W, workforce center representatives, private industry, school officials, and required partners under CEDS. CMJTS CEO, Barbara Chaffee, representing workforce development is currently Vice-Chair. The project is ongoing until the approval from the RDC, at which time a new board will be established under the rules of the CEDS guidelines.

- **Wright County Economic Development Partnership**

Mission/objective

The Wright County Economic Development Partnership's mission is to create a healthy and diverse environment for existing, expanding, and new businesses- which in turn creates employment opportunities and enhances the overall economic vitality of the region thereby benefiting the businesses, communities, and citizens of Wright County.

Key players:

Local area businesses are the primary conveners and advocates for this initiative and Wright County Economic Development Partnership Board Chair, Connie Holmes has oversight over this project. Wright county cities, municipalities and infrastructure providers deliver funding through membership dues. Wright County also provides operational funding on an annual basis. Duane Northagen is the current Executive Director of WCEDP.

Additional partners include: Community/Economic Development Coordinators, County Commissioners for 7W, Small Business Development Center, workforce center representatives, private industry, educators and city officials.

The Wright County Economic Development Partnership is the primary point of contact for existing, start-up, expanding and relocating businesses. The Partnership provides technical and financial assistance to businesses and communities within Wright County for the benefit of the region. The Wright County EDP provides monthly development and capacity building seminars on various topics. Past topics include; Regional Economic Outlook by the Federal Reserve Bank, Marketing your Website by U of M Extension, Legislative Updates, A Site Selector's View of Wright County, and more. The WCEDP also administers a revolving loan fund to provide business development assistance.

- **GPS 45:93**

Mission/Objective: GPS 45:93 is a non-profit organization and economic development consortium dedicated to growing and attracting businesses with high paying jobs to this region in East Central Minnesota. Their mission is to better position the region to attract high-wage, technology based jobs, collaborate on business retention and expansion, recruit new businesses, encourage entrepreneurial activity and job growth. The partnership believes "When one wins-all win." The group meets monthly and is hosted at member locations throughout the region.

Key players: This organization has a Board of Directors composed of representatives from the following: a member of the governing body for each participating City and County, Post-Secondary and K-12 Education, Department of

Employment and Economic Development (DEED), and other member which may include staff from each participating City and County, Mille Lacs Corporate Ventures, Chambers of Commerce, Economic Development Entities, Workforce Development Board, Financial Institutions, Private Industry, Utilities, Community Based Organizations, as well as appointed at-large members, and honorary, non-voting members, which includes a number of elected officials from State Senate and House of Representatives, U.S. Congressmen and women, and the Initiative Foundation. The WDB seat is currently filled by a CMJTS staff member, who was elected Vice President for 2016, and will become President in 2017. The WDB is also represented by a county economic development director who is currently on the WDB. GPS completed a strategic plan and updated its mission during the past year. The group took part in the "FAM (familiarization) Tour" during 2015 hosting an economic development site selector to showcase the region and receive feedback on its marketing efforts. An Economic Gardening program is being hosted by GPS for the CEOs of five local, growth-minded businesses (one business per member county). A portion of the funds for these projects has come from the Initiative Foundation. The group brings in guest speakers on varied topics of interest, and sets up a business tour quarterly to keep current with regional business and industry. GPS has an active Workforce Committee that meets monthly. Its goal is to work toward a more highly skilled workforce to meet the needs of regional employers, and to offer an attractive workforce for economic growth and development. This committee supports and promotes regional workforce resources such as those offered through local WorkForce Centers and partners, as well as projects and initiatives such as Construct Tomorrow, Non-Traditional Employment for Women WESA grant, and Trade Act Community College grants.

- **Comprehensive Economic Development Strategy Committee for Region 7E**

Mission/Objective: The East Central Regional Development Commission, serving region 7E, facilitates intergovernmental cooperation and insures the orderly and harmonious coordination of the state, federal and local comprehensive planning and development programs for the solution of the economic, social and physical and governmental problems of the state and its citizens. Part of its work is to develop a Comprehensive Economic Development Strategy (CEDS), with a basic purpose of serving as "an economic roadmap to diversify and strengthen regional economies."

Key players: The CEDS Committee is made up of a broad cross-section of public and private interests, as per EDA rules, and provides input and direction into preparation of the CEDS, as well as assisting in monitoring and implementing the CEDS. The ECRDC is the primary convener and advocate for this initiative and is responsible for program oversight. The WDB is an advocate for the CEDS as it impacts workforce development and the labor market. As a partner, the WDB provides staff support and project guidance.

The new CEDS plan is being developed at present, to be submitted in December 2016. Annual updates will occur in subsequent years until 2021. Several projects funded by the EDA through this work in recent years include Sandstone Medical Campus, Pine Technical and Community College Business Incubator, ECRDC Business Park Marketing, and Polaris Research and Development Facility, Wyoming.

- **Mid-Minnesota Development Commission**

Mission/Objective: Administer state and federal programs, coordinate multi-jurisdictional activities, and provide technical assistance to government, businesses, and local organizations to maintain or enhance the quality of life in Kandiyohi, McLeod, Meeker, and Renville Counties. Represent workforce development on the

Board of Directors. Advocate for workforce development and provide input regarding workforce development issues in the comprehensive Economic Development Strategy (CEDS) for Region 6E.

Key players: Each of the four counties, Renville, Meeker, McLeod, and Kandiyohi, are represented by a county commissioner, a city representative and a township representative. In addition, cities with population over 10,000 are entitled a member, and two school board representatives are required. Other special interest members are chosen to meet the needs of the federal EDA requirements for Economic Development Districts. The MMDC currently has 27 Commission Board member seats, including WDB/CMJTS member:
Cathy Baumgartner, CMJTS staff - Private Sector / Central MN Jobs & Training Services

- **Willmar Lakes Area Vision 2040**

Strategy #2 Workgroup: Economic Diversity

Mission/Objective: Strategic planning to for the future of the Willmar Lakes Area (Willmar and Kandiyohi County). The overall plan outlines four goals and 21 strategies. Some align with strategic plans that are already underway, while others are new and address the region's future as a center of excellence. Goal Two: strengthen the region's occupational diversity through a strategic mix of workforce training, economic measurement, enhanced career options, and support for entrepreneurs.

Key players: Central Minnesota Jobs and Training Services holds a committee seat representing workforce development. Key players include Kandiyohi County and city of Willmar EDC, Willmar Lakes Area Chamber of Commerce, Ridgewater College, and MinnWest Technology Campus.

- 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.).

Local workforce development area #5 offers services to unemployed, underemployed, and employees needing skills upgrades to retain employment that include occupational skills training, customized training, on-the-job training (OJT), apprenticeship, and, new under WIOA, incumbent worker training and transitional employment opportunities. The WDB has spent a significant amount of time developing and expanding partnerships that will form the basis for successful work-based learning efforts, as noted above.

The local area board has reserved up to 20 percent of its local WIOA Adult Program and Dislocated Worker Program formula funds for incumbent worker training. The dollars will be used as leverage funds to be matched with employer funds. These funds will be used to assist workers in obtaining the skills necessary to retain employment or avert layoffs.

The Central Minnesota Workforce Development Board directs as much training funding as possible to pursue OJT opportunities. This type of training occurs most often through services offered by the Title I programs. OJT reimbursement to an amount up to 75 percent of the wage rate of the participant may be provided. Registered Apprenticeship (RA) 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. Title I partner staff educate employers regularly on this model

of training, and recruit small businesses to use registered apprenticeship as a means to recruit, hire and train employees. Apprenticeship information sessions are presented to groups of business owners and HR managers regularly. The local area board supports customized training activities - training designed to meet the special skill requirements of a business or a group of businesses. 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 business commits to hiring the trained individual(s) and the Title I program commits to paying up to 50 percent of the training costs incurred. Training costs may include staff or instructor time, training materials, or tuition. Central Minnesota Jobs and Training Services, the Title I partner, has secured National Emergency Grants (NEG) to pursue work-based training opportunities for dislocated workers.

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.

Central Minnesota WDB offers entrepreneurial training, business consulting, and technical assistance to individuals seeking to start or grow a business in Minnesota through a variety of resources and referrals. Specifically for state dislocated workers, the local area board supports dislocated workers in entrepreneurship thru CLIMB (Converting Layoffs into Minnesota Businesses) activities. Individuals are referred to their local Small Business Development Center for consultation assistance, to workforce centers for research and business plan development resources, and to the Title I dislocated worker program service providers for CLIMB activity support.

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

The LWDB will design a continuous improvement process, after the WIOA regulations are final in Year 2016. The LWDB will consult with the NAWB, NWA, US DOL, US DOE, DEED, GWDC, Florida CareerSource directors and GLETA's ten state region for "best practices" on continuous improvement processes for WIOA for this population of service providers.

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

Local employers continue to share they struggle to find, and retain, a workforce with the skills needed for their openings. Examples of the specific issues; job seekers who are motivated to work, demonstrate punctuality, and show an interest in retention. Further concerns include worries over upcoming retirements, or lacking succession plans for small businesses. The low unemployment rate has adversely resulted in a skills gap in rural areas for employers. There are not enough qualified people living close enough to the job openings and it's difficult to attract talent when the employer can't offer competitive wages and benefits. Job seekers at the lower end of the skill levels need help understanding the basics of getting and keeping a job. A variety of training and retraining methods will be necessary to skill job seekers for current and future job openings. LWDA 5 partners collaborate their services in an effort to provide for job seekers the

skills necessary to address the gaps mentioned above. These include job readiness workshops, interviewing workshops, and basic computer classes. The LWDA 5 Title I Adult, Youth and Dislocated Worker programs provide work experience, work-based training options like On-the-Job training, and job coaching to hone the soft skills of job seekers. The Title I programs offer many trainings and certifications for in-demand occupations as determined appropriate through individual assessments and the development of an Individual Employment Plan.

- 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.

The CMJTS LWDB completed an assessment of an internal technology delivery system in 2005, for the purpose of reducing excessively high costs by the State's IT system, now called MN.IT. Comparing the cost of designing our own system vs. continuing to pay exorbitant costs of T-1 lines and computers, was beneficial and reduced our costs significantly. Maintaining our own servers, back-up IT systems, and hiring qualified staff meaningfully offset the cost of continuing with State IT systems.

Internal systems easily access services provided to LWDA 5 One-Stops, including remote areas, through the use of technology, including webinar training, skype business meetings, conference calls for meetings, etc.

Minnesota Broadband initiatives are scattered throughout the 11-county region, enhancing broadband connections in parks, schools, community buildings, libraries, etc. The LWDB is supportive of statewide broadband initiatives and the executive director resides on the Sherburne County Broadband initiative, as well as CMJTS staff throughout the 11-county region.

Every customer is unique and every customer should be treated differently. Service delivery strategies of a few years ago are outdated today. CMJTS has responded to this new normal by developing a social media strategy plan to be used in a responsible, forward thinking manner that helps drive our mission, vision, and services to all interested parties. **Targeted populations include:**

1. Client Populations
 - a. Unemployed
 - b. Underemployed
 - c. Youth
2. Business Populations
 - a. Hiring opportunities
 - b. OJT opportunities
 - c. Mentoring Opportunities
 - d. WDB board member opportunities
3. Local Communities
 - a. Joint Powers Board members
 - b. State legislature
 - c. Federal legislature
 - d. Chambers
 - e. Economic Development
4. Potential Funders

CMJTS has its own active website, Facebook page, LinkedIn company page, Pinterest, and Youtube account, all developed as a means to provide program information, resources, referrals, and services through means of technology. Additionally, the LWDB has posted agenda items and meeting minutes located on the site.

CMJTS currently partners with **PCs for People** to get technology into the hands of our consumers. To date, CMJTS's partnership with Sherburne County, has placed nearly 100 computers in the hands of low-income families who have not had access to this life changing connectivity tool.

Our local one-stop looks forward to working with our statewide partners in their continued work on an integrated case management system for all one-stop partners.

- 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 (DEED) 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 Services and the other partners, which further enhances overall accessibility.

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

Four Core Program Partners include:

- WIOA Title I (Adult, Dislocated Worker and Youth formula programs)

WIOA training funds are designed to serve laid-off individuals, youth and adults who are in need of training to enter or re-enter the labor market.

WIOA Title I Adult and Dislocated Worker funding streams pay for career services and training services. Career services cover a broad range of activities, including initial and comprehensive assessment of skills, providing information about careers and the local labor market, job search assistance, development of an individual employment plan, career counseling, internships and work experiences linked to careers, financial literacy, English language acquisition and Integrated Education and Training, information and assistance in filing for unemployment compensation, and assistance in establishing eligibility for federal and state financial aid. Training services include occupational skills training, on-the-job training, incumbent worker training, transitional jobs, and adult education and literacy provided concurrently or in combination with other training services.

The WIOA Youth Program is designed to assist low income young adults achieve their educational and employment goals. If eligible, participants work with an employment specialist to create a personalized plan for a successful future. Participants enrolled in this program can take advantage of the 14 core services available under the law.

Job Development and placement services. CMJTS has a long history of connection with local employers, which is documented in the number of current OJT's written, averaging 50 OJTs annually. CMJTS employs three Workforce Development

Coordinators (WDC), and three Placement Specialists, who make up the CORE team and who maintain contact with the local business service specialists and employer groups throughout LWDA 5.

The core team responsibilities include:

- Establish strong relationships in assigned region with Adult Basic Education, employers, WFC partners, Economic Development, Chambers, Civic Organizations and other agencies as appropriate
- Collaborate with WFC Partners to build strategies and participate in planning activities and marketing services for WFC system
- Market WFC services throughout assigned region
- Act as a resource to private businesses
- Work with regional employers to develop OJT opportunities for job seekers.

- Adult Education and Literacy Act programs Title II

This program provides services, including workplace literacy services; family literacy services; English literacy programs and integrated English literacy-civics education programs. Participation in these programs is limited to adults and out-of-school youths age 16 and older who are not enrolled or required to be enrolled in secondary school under state law. The Adult Education and Literacy Act program is the principal support for adult basic and literacy education programs for adults who lack basic skills, a high school diploma, or proficiency in English.

- Wagner-Peyser Act employment services Title III

The 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.

- Rehabilitation Act Title I programs Title IV

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.

Access or referral to the following partner programs:

- Career & Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs
- Migrant Seasonal Farmworkers
- Veterans
- Youth Build

- Trade Act
- Community Services Block Grant (CSBG)
- Housing and Urban Development (HUD)
- Unemployment Compensation
- Second Chance Programs
- Temporary Assistance to Needy Families (TANF) (Minnesota Family Investment Program (MFIP))
- Ticket to Work
- Supplemental Nutrition Assistance Program (SNAP) employment and training programs

All core partners included in a particular one-stop location are, or will be, part of the Cost Allocation Plan (CAP) for the Workforce Center space. Costs are determined on space usage and customer/program visits, among other factors outline in the CAP.

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

The appraisal of assessment, interview and data collection by the Title I employment specialist (ES), including a review of employability concerns, current skill gaps for in-demand occupations, and customer desire to participate fully in services, drives the type and availability of program activities available through the adult and dislocated worker program.

Training Services are available to customers whose skills do not lead to suitable employment. Training is justified through the use of assessment, planned as an activity in the development of an Individual Employment Plan, and supported by relevant labor market information for in-demand occupations.

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.

CMJTS utilizes WIOA Youth, state (formula and competitive), and private funding streams to prepare young and emerging adults who have encountered barriers to success for self-sufficiency, sustainable employment, and career satisfaction. These services, which include individualized case management, work-based learning, occupational training, and financial support, are marketed to youth and young adults, ages 14-24, who face barriers to education and/or workplace success. These barriers include, but are not limited to: physical, cognitive, or emotional disability, pregnancy/parenting status, offender history, homelessness, foster care status or history, and school dropout status. CMJTS youth employment specialists work with these populations to prepare them for the modern workforce. Emphasis is placed on the development of positive work habits and career-success skills as well as more specific industry-related skills. Specific strategies include:

Individualized Case Management: Each CMJTS Youth Program participant benefits from the guidance and support of a trained youth employment specialist. This case management, which includes financial support services, focuses on improving work readiness/employability by removing barriers to participant success. This service begins during the enrollment process and continues until which time the participant has successfully entered either the workforce or long-term post-secondary training, provided that the participant remains interested in and responsive to youth program involvement.

Work-based Learning: CMJTS often hires youth to participate in paid internships with

local employers. Youth receive the positive reinforcement and satisfaction that comes with earning a paycheck while developing skills, learning positive work habits, and helping the employer meet labor needs. In some cases, youth can receive academic credit from their school for successful completion of this experiential learning opportunity. When possible, these opportunities are enhanced through CMJTS' Workforce Protégé option, which gives the youth participant the opportunity to benefit from deeper employer commitment. Because the employer agrees to reimburse CMJTS for a portion of the participant's wage (generally at a rate of 50 percent), you participants are able to take advantage of a longer learning opportunity. This gives them the chance to develop more skills while on the job. Another critical component of the Workforce Protégé strategy is the provision of one-to-one mentoring sessions. These sessions occur at least weekly between each Workforce Protégé participant and the business owner or other supervisor-level personnel. This mentoring time is meant to help the young participant benefit from the experience of the mentor and give them additional insight into the mentor's career pathway. It also provides an opportunity for the mentor to help the participant develop strategies to overcome their personal barriers to success.

On-the-Job (OJT) Training: In order to help employers mitigate the cost of reduced productivity that results from training a new employee who is faced with barriers to success, the CMJTS Youth Program has the ability to offer OJT assistance. Employers are reimbursed for a negotiated portion of the new hire's wage for the duration of a training period which, for the CMJTS Youth Program participant, is generally two to four months and is dependent upon the skill development required for job success.

Occupational Training: CMJTS youth employment specialists spend a significant amount of time assessing youth and helping them to find career pathways that are supported by the labor market as well as their individual work interests, abilities, and values. Once these pathways are identified, the employment specialist works with the participant, while coordinating with other assistance providers, to provide financial support with tuition, books, fees, and other training-related expenses. Customized training opportunities have also been developed to provide small participant cohorts the opportunity to develop positive work habits, gain hands-on exposure to in-demand careers, and earn industry-recognized credentials. To date, these opportunities have focused on the manufacturing and healthcare sectors (selected by the R3LPB and CMJTS WDB).

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 Vocational Rehabilitation Services 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.

The Central Minnesota WDB recognizes and supports the important work of Adult Basic Education, K-12, and post-secondary educational partnerships as a means to proactively develop our workforce. The Central Minnesota WDB involves secondary and post-secondary education partners as active members on the board. The WDB involves the partners in initiatives and activities by holding regular meetings, disseminating information and opportunities in a timely manner, along with coordinating activities and planning/executing strategies with the input and full participation of business and industry partners.

The local workforce development needs of education programs are increasing. As represented in the following table, the Central Minnesota Regional Planning Area has low post-secondary attainment rates, with nearly 34% of the employed population having a high school diploma, or less.

Employment Characteristics by Educational Attainment			
Population, 25 to 64 years	302,997	84.6%	6.4%
Less than H.S. Diploma	15,477	72.0%	15.7%
H.S. Diploma or Equivalent	87,098	80.3%	8.2%
Some College or Assoc. Degree	125,591	86.7%	5.9%
Bachelor's Degree or Higher	74,865	89.8%	3.0%

Investment in education is needed in order to close the current skills gap. There is increasing demand for more highly-skilled workers, particularly in the manufacturing, healthcare, and IT industry sectors.

The local workforce development needs include the need to prepare students for the real demands of local employers and to create a streamlined education system for doing so. This process of identifying business needs and effectively responding to those needs requires the development of a network of professionals who can communicate and share ideas. Through events facilitated by the Central Minnesota Workforce Development Board, the common needs of business are continuously being identified.

For example, The WDB hosts an annual legislative day which includes panel discussions between secondary and post-secondary educators and state and federal legislators. In an open forum, educators and legislators share strengths, weaknesses, and opportunities to improve the workforce pipeline.

In April 2015, the WDB held its second annual Workforce Development Summit, *Emerging Economic Opportunities for Your Community*. This was an action-oriented summit. Educators, economic development professionals, and business leaders explored and shared best practices in workforce development.

The subcommittee of the WDB, the Workforce Development Committee, regularly invites guest speakers from different economic and industrial sectors to their meetings in order to monitor the needs of business, and of workers in the chosen regional sectors, in an effort to plan activities to respond accordingly to local need.

The WDB is well-positioned to prepare the adult workforce through partnerships with DEED, ABE, MnSCU, and other educational entities. A Memorandum of Understanding, a three-year agreement between Central Minnesota WDB, LWDA 5 ABE consortia, and MnSCU, is written for the purpose of delivering streamlined services through the career pathways training model.

Due to strong partnerships and solid communication within the local WDB, we coordinate strategies, enhance services, and avoid duplication of services at an optimum level.

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.

As previously noted in question 13B, providing access to supportive services for eligible individuals is an integral part of the existing case management system for all core partners in the region. Available supportive services such as access to transportation resources, assistance with child care costs, and housing enable an individual to participate in activities and maintain successful progress. Most programs offered by core partners also include provisions for clothing or equipment required for a new job and resources for medical needs, relocation, and emergency financial assistance during training and/or job search.

LWDA 5 is primarily considered a rural area, with limited public transportation resources available. This represents a widespread barrier that may prevent participants from accessing programs and services or attending training to gain skills needed to increase employability. However, staff are resourceful, identifying several resources to assist with this need:

- Community Action Programs including Lakes and Pines, Wright County Community Action, and Tri-Cap, to assist with car repairs for people to get to work and other transportation related expenses
- Local transportation in our north counties (Pine, Mille Lacs, Kanabec, Isanti, Chisago): Arrowhead transit, Timber Trails, Attaboy Taxi
- Wright county Trailblazer Transit system
- Olivia Central Community Transit
- Timber Trails for car referral/donation program
- For customers needing medical transportation, they are referred to their medical insurance provider for assistance

Finding adequate child care and the cost of this service are other issues that are barriers for job seekers especially for those individuals living in rural areas or small communities. Finding child care for children less than a year old is extremely difficult in all parts of the region. Resources have been identified and include:

- Referral to child care assistance through county services. Many program providers have applications available at the one-stop to make the process for applying easier
- Greater Minneapolis Crisis Nursery supports families in crisis 24 hours a day, 365 days a year through free, voluntary services for short-term child care assistance
- Milestones, *formerly Child Care Choices*, provides the user with dozens of links and resources to local child care providers

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.

Minnesota's WIOA State Plan describe 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.

These activities will be coordinated with the programs within the LWDA as follows:

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.

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.

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.

LWDA 5's ABE program is an active partner in the local and regional workforce system, being collocated at in two of our Workforce Centers and community college campuses. ABE administers the skills assessment (TABE) for Pathways to Prosperity customers on behalf of area employment service provider, co-enrolls and cross refers students to employment service programs, and works to provide just-in-time literacy programming for career pathways across the region.

LWDA 5 has an ABE representative on the WDB, and the local ABE partners collaborate with CMJTS on several grant opportunities including:

- FastTRAC and Pathways to Prosperity, and similar career pathways training program models
- ABE will be facilitating National Retail Federation customer service curriculum for a retail grant project recently awarded to CMJTS
- Plans to collaborate between ABE, WFD and local libraries to develop and deliver a digital literacy program to customers in need

ABE has built programming and partnerships to create multiple points of entry for students along several career pathways and is eager to work more closely with the local area board to embed this work further across the region.

Every Adult Education program in the state provides a program narrative to the State Department of Education every five years for approval of their service model and programming. Future 5-year narratives will include provisions for local ABE program to provided evidence that programming aligns with the local and regional WIOA plan. These components may include evidence of common referral, co-location, program collaboration, alignment of assessment processes, and helping select and design key occupational pathways. All ABE's are expected to recertify in 2017 and a new 5-year rotation will begin. Under this provision of WIOA, it is expected that the narrative will be shared with the local area board once approved by the State Department of Education. Plan creation will occur with consideration of the local and regional workforce strategies in mind.

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.

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).

The chief elected official or the Governor, has designated the Local Elected Officials in Region 5 to serve as a local grant recipient for such funds.

The current Joint Powers Board agreement between the Local Elected Officials Board and Central MN Jobs & Training Services, Inc. (CMJTS) designate CMJTS as the grant recipient and administrative entity for activities under the Workforce Innovations and Opportunities Act. This Joint Powers Board agreement is reviewed every two years.

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.

Central Minnesota Jobs & Training Services, Inc. (CMJTS) is the administration entity, fiscal agent, and grantee for WIOA Title I activities in Local Workforce Development Area 5. Grants are awarded and contracts are a result of a Joint Powers Board Agreement between the 11 county/region of LWDA5. This agreement is updated every two years. The Title I provider is staff to the WDB through Central Minnesota Jobs & Training Services, Inc.

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.

The LWDB expects that local service providers will, at a minimum, meet the performance standards negotiated with the Governor and chief elected officials, as they apply to each program. Historically the region has met or exceeded all performance standards under WIA and it is anticipated this will continue under WIOA.

Through WIOA, a more collaborative and robust service delivery system will be implemented which includes common performance measures for the core partners. With WIA, these measures were only applied to the Title I provider but now all core partners must report performance on these measures, this will be a new experience specifically for Rehabilitation Services, Adult Basic Education, and Job Service.

LWDB is aware there are two additional measures exist under WIOA that were not included in WIA, employer engagement and measurable skill gains, expected to be implemented in year two of the law. These two measures have yet to be clearly defined,

including the mechanisms for measuring these criteria. When clarification is received under the final regulations due later this spring, the WDB will work with providers to ensure that these new measures are fully understood and a plan is in place to monitor achievement of these 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.

The Governor's Workforce Development Board (GWDB) is in the process of developing the board orientation materials for state and local boards. Included in this work are the key elements (factors) for strategic, high-performing boards. Once these factors are presented to the local area board, it will take the appropriate actions.

Consistent with the state plan goals, 1. A career pathway system approach, 2. Business led sector strategies, the actions of the LWDB will include:

- Innovative Strategies: Local boards will have a tremendous opportunity to create innovative strategies to focus on employer engagement; strengthening of core programs; dissemination of best practices; and promoting effective use of technology to enhance service delivery.
- Standing Committees: Boards are encouraged to establish and maintain standing committees such as the Youth Council, services to individuals with disabilities and a committee to address One-Stop partner service issues.
- Career Pathways and Industry and Sector Partnerships: Boards will have greater influence on secondary education reform initiatives where Career Pathways are emerging and in leveraging business and industry groups to establish sector partnerships.
- Local Labor Market Analysis: Boards will have the opportunity to complete a comprehensive analysis of the workforce in the region, including current labor market employment data, information on labor market trends, educational and skill levels of the workforce in the region, including individuals with barriers to employment.

The above calls to action will ensure the LWDB remains a high-performing board, addressing the needs of local business through use of training methods that result in the best possible outcome for LWDA 5 jobseekers.

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.

In an effort to coordinate funding, the Title I training services provider, CMJTS, uses a "Funding Coordination Agreement" form or an *individual training account*. Use of this form ensures that WIOA funds are not duplicating other available funding sources.

The LWDB through the Title I one-stop provider, will make available:

- A list of training services providers who have met the Educational Training Provider List (ETPL) program requirements
- A description of the programs through which the providers may offer training services,
- Performance information, including cost, placement and success rate as well as potential wage information relating to the eligible provider training programs.

A variety of resources are used to provide the noted information including the licensed, registered or otherwise exempt training provider list via the MN Office of Higher Education (MOHE), confirmation the training program and/or course is listed on

ISEEK.org as a WIOA certified training program, and the DEED Career Profile site for training program research.

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 draft plan is reviewed by the standing committee of the LWDB, the Workforce Development Committee (WDC) – members include business, labor organizations, community/technical college; and the LWDB and approved at their meetings in April. Following approval of the draft plan by the WDC and LWDB, the plan is provided to stakeholders and the public through posting on the internet at the Central Minnesota Jobs and Training Services, Inc. website: www.cmjts.org, and physically posted at the Monticello Workforce Center. Public comment is also invited through social media channels including CMJTS Facebook and LinkedIn pages. Economic development partnerships, community action agencies, Trade and Labor representative, and labor exchange representatives are all members of the Workforce Development Board and review this document in detail as it is being developed. Final approval is sought prior to submission of the plan.

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.

Programs operated by the current workforce system use WorkforceOne for case management, utilizing all the tools that system provides, including case noting, tracking activities, documenting performance goals like credential attainment, and automatic follow up reminders.

There is still a great deal of paper documents used in the intake process. However, many partners are currently exploring electronic means of accomplishing the comprehensive enrollment process. This includes developing electronic, fillable-forms such as a universal application, employment plans, and self-assessments that can be downloaded from a website and either submitted back through the website or emailed.

Also included in the effort to create a more technology-enabled system is expanding the ability to communicate with participants via text message, a method that works particularly well for youth participants. Some program staff have been trained how to send “text” messages to a cell phone using an email system as the catalyst. Another use for technology, the area one-stop centers will use Skype as a means for customers to interview with potential employers.

Other efforts at better integrating technology into the current system will be for local program providers to ensure their websites are accessible by individuals with disabilities or English language learners and are optimized for mobile platforms. These are two relatively simple strategies that can have a large impact on the number of individuals who access the system. Additionally, program partners will work together and develop one universal online application that may be shared among providers.

One of the limitations to moving toward a technology-enabled system in this largely rural region is the availability of broadband services to remote areas of the region. There are

initiatives under way to expand that access, but change sometimes comes slowly. We need to remain cognizant that large portions of the populations that participate in one-stop programs either don't have access to the technology we are trying to integrate or have a low degree of comfort or skill with using technology tools.

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?

LWDA 5 staff have a long history of communication with Rapid Response staff and respond via email and telephone communication to comply with Rapid Response policies. Communication with DEED staff is initiated through the rapid response liaison, and then shared with frontline staff including Titles I and III, as the scope of the dislocation event is determined.

- 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)?

When any staff member from Title I dislocated worker or Title III business services is informed of a dislocation event, often via community members or recently laid off individuals of the business, the appropriate staff attempt to make contact with the company to confirm. This allows for a quick response in the event that the information being shared is accurate. Concurrently the Title I or Title III liaison contacts DEED's rapid response team via email with known information relating to the event. When the layoff progresses into a local project, Central Minnesota Jobs and Training Services, Inc. (CMJTS) is typically the sole respondent to dislocation events in LWDA 5. However, in the rare event that other providers are able to respond to a competitive process in LWDA 5, CMJTS staff are instructed to remove themselves from contact with any workers from the dislocation event, until the competitive process is complete. Reception staff in the LWDA 5 workforce centers and affiliate sites are instructed to refer all questions regarding the event to the designated DEED Rapid Response staff.

- 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.

Through telephone and email communication, the Title I and Title III Rapid Response liaisons coordinate with the responding DEED Rapid Response team members to contact the employer and respond to the business' desire for services. This may be through onsite informational sessions, facilitated in collaboration with DEED Rapid Response, CMJTS Title I dislocated worker program, and UI representation. Other possible responses include, CMJTS staff responding with Rapid Response surveys, or providing printed resource materials to the employer to give to impacted workers. If the employer provides a list of impacted workers, CMJTS contacts these individuals through telephone and letter notifying them of the availability of dislocated worker services.

- 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?

As indicated in question 1B above, when information regarding a possible dislocation

event is shared with any LWDA 5 staff member, that information is communicated to the DEED Rapid Response team, and during that conversation the potential of TAA certification is discussed. Rapid Response or the LWDA 5 liaison then communicates with the State Trade Act unit regarding potential certification.

- 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?

CMJTS Title I provider makes every effort to coordinate services effectively with the State Trade Act staff. This has included assisting with initial informational meetings, assisting customers in completing the Trade Act application, contacting Trade Act staff when there are customer concerns, communicating Trade Act staff concerns to customers, and participating in Trade Act related trainings. CMJTS dislocated worker staff have spent a considerable amount of staff hours learning the TAA process and have brought Trade Act staff to team meetings for personalized training as needed. Much communication via telephone and email has occurred between CMJTS dislocated worker employment specialists and the State Trade Act staff.

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

Yes x

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

Yes x

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

Support Services are typically offered to customer who clearly indicate financial need after completing a Financial Needs Analysis form. If a customer does not complete the form, they are not eligible to receive support services. Additionally, program policy expects that customers are in compliance with their Individual Employment Plan prior to receiving support services. All support is recorded by the CMJTS accounting department in WF1, and justified and tracked internally by the employment specialist in field files. All new staff received training regarding the support service policy and internal biannual file reviews ensure consistent compliance with this policy.

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?

Staff are trained to identify Military Service Members using services in the WorkForce Center for assistance. Upon their initial visit at the WorkForce Center, customers are asked if they served in the United States Armed Forces, either active duty, National Guard or a reserve component. If a WorkForce Center customer identifies themselves as a Veteran or other eligible person, the customer will be given information about local Veteran's resources.

Workforce Center staff from all partners are cognizant of the community resources available to Veterans through the various community agencies as well as those specific to veterans. Veterans are encouraged to participate in WorkForce Center services, and attend the universal workshops offered at the WorkForce Center.

WFC staff from all partners will receive on-going training and updates at local WFC meetings to ensure priority of service is observed and followed. There are a number of resources in the community both locally and statewide to explain available services. The

local partner management team will ensure the communication of this initiative at local site meetings. The LWDA will utilize site managers and partner managers to facilitate this information sharing.

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

All partners in the WorkForce Center System in LWDA 5 are aware of the need to comprehensively serve all veterans. Additionally, staff understand that veterans (and their spouses) have a priority of service both under law and as a matter of regulation (see act referenced below).

Title I WIOA Adult and Dislocated worker programs reserves priority services for veterans and spouses according to this order. Upon meeting a customer, veteran’s status is requested almost immediately in order to expedite any services they are interested in.

All Department of Labor funded programs are covered by Section 4215 of the “Jobs for Veterans Act” (PL 107-288). These programs include WIOA Title One Adult and Dislocated Worker formula funded programs, Wagner-Peyser Employment Services, Trade Adjustment Act, National Emergency Grants, Senior Community Service Employment Program (SCSEP), Migrant/Seasonal Farmworker program, H-1B Technical Skills Training Grants, Job Corps, WIA Demonstration Projects, Youth Opportunity Grants, WIA Youth Formula program, Labor Market Information Grants, Pilots and Research and Development.

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?

CMJTS, the Title I provider for WIOA Youth, Adult and Dislocated Worker programs, will include a statement on its website reading, “**Veterans and other covered persons are entitled to priority of service under WIOA adult, youth, and dislocated worker programs.**” This statement will be posted on the home page of the agency website as well as listed on all appropriate program description/information pages. Other partners who have a presence on the internet will do the same.

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

If a customer visiting the WorkForce Center self-discloses they are a former Military Service Member, staff are trained to provide the “Minnesota Veteran Questionnaire”, and ask if the Service Member is willing to complete the questionnaire voluntarily. Any “yes” reflected on the questionnaire indicates a possible significant barrier to employment and the individual is referred to an intensive service representative (DVOP or non-veteran’s representative). WorkForce Center staff have received training both online and at various conferences regarding best practices for serving veterans.

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?

The WorkForce center staff member who is conducting the assessment/questionnaire

with the Military Service Member will provides the name and phone number of the DVOP specialist. This is in addition to, but not in lieu of program specific services.

When the DVOP or designated Veteran intensive service provider is not available to schedule an appointment or meeting, the Military Service Member is referred to the WFC Resource Room and explained available veteran/WFC resources.

Additionally, non-veteran partner staff have been trained to provide resources and any requested basic career services including enrollment in workshops, referral to eligible program services, and orientation of MinnesotaWorks. The Title I WIOA provider will meet with the military service member to complete an initial assessment and provide any appropriate assistance.

The Monticello one-stop has a State Veteran Service Officer in-house every Tuesday. This individual provides veterans with information and assistance with filing for Veteran Assistance benefits and State veteran benefits to include Service connected disability compensation, pension, home loans, education benefits, burial benefits, surviving spouse benefits, health care, long-term nursing home care, emergency financial grants, and other benefits.

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

Disabled Veterans' Outreach Program (DVOP) specialists are located onsite in our local WorkForce Centers and provide direct services to Veterans enabling them to be competitive in the labor market. They provide outreach and offer assistance to disabled and other Veterans by promoting community and employer support for employment and training opportunities, including apprenticeship and on-the-job training.

In addition to the local services provided, the DVOPs participate in local events like the job fair and regional provider meetings to ensure an integrated service delivery strategy.

12. Are all WIOA-funded partners complying with the guidance provided in the TEGE 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?

Job Service has information available in both the WorkForce Center reception and resource area that gives complete instructions for customers to register with Minnesotaworks.net. Staff who assist customers in the resource area inform customers about registering on Minnesotaworks.net and provide individual assistance to become registered, and enter their resumes so they are viewable to employers. For job seekers participating in the MFIP program and Title I adult and dislocated worker programs, customers are required to register and enter their viewable resume on Minnesotaworks.net. All UI recipients enrolled in Re-employment Assistance are required to register on Minnesotaworks.net and are provided information on creating viewable resumes. Staff that provide workshops and networking groups inform all participants about Minnesotaworks.net and provide instructions as to registering on this statewide job listing system. In accordance with the priority of service for Veterans, Veterans that are receiving case management services are required to be registered on Minnesotaworks.net. Job-ready job seekers are also encouraged to attend local resume

workshops for help developing a quality resume.

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's policy and time table for filling board vacancies are four-fold:

1. *Private Industry members* are recommended by county commissioners in LWDA 5's 11-county region based on the policies of the Joint Powers Board (JPB) Agreement and CMJTS Bylaws. County Commissioners select Private Industry membership based on the WDB's identified sector strategies for the regions in regulation to WIOA Law, sec. 107(b)(2): the composition of the board shall include representation of business in local area who are appointed from among individuals nominated by local business organizations and business trade associations. Selected Private Industry candidates are reviewed by the WDB Executive Committee against a rigorous qualifications checklist (interviews are scheduled with this group), sent to the WDB for a motion to refer to the JPB for final approval.
2. *Organized Labor members* are referred to the JPB for approval by local labor unions. When an opening occurs on the WDB, a letter is sent to over 100 local labor unions to submit the name(s) of individuals with the qualifications the WDB is searching for. Policy dictates that the two organized labor union members must not be from the same labor union. Candidates must be submitted by the head of the labor unions within a 30-day reply deadline. The selected candidates are reviewed by the WDB Executive Committee against a rigorous qualifications check list (interviews are scheduled with this group), sent to the WDB for a motion to refer to the JPB for final approval.
3. *Other identified WDB membership* use the following strategies:
 - a. *Education*
 - i. Letters are sent to Adult Basic Education consortiums (ABE) in the region to select an ABE manager for membership to the WDB who will be the spokesperson for all consortiums in the region.
 - ii. Letters are sent to MnSCU colleges and technical colleges in the region requesting candidates who are college presidents or vice presidents. If none apply, letters are sent to school districts in search of a school superintendent.
 - b. *Community-Based Organizations, Public Employment (Job Service), Economic Development, Public Assistance, Rehabilitation Service*
 - i. Letters are sent to the above entities requesting qualified candidates for board membership. In most cases, letters of recommendation for candidates are submitted to the WDB for review and follow the same procedure outlined in 3a.i. and 3a.ii. The selected candidates are reviewed by the WDB Executive Committee against a rigorous qualifications checklist (interviews are scheduled with this group), sent to the WDB for a motion to refer to the JPB for final approval.
4. *Joint Powers Board:* Three members of the JPB who have been elected as its officers (the chair, vice chair and secretary) also reside on the WDB under the JPB Agreement; one JPB commissioner must be elected from the Regions of 7W, 7E and 6W as an officer to the JPB and a member to the WDB.

Although board selection is an arduous process and takes time to conduct appropriate searches and seek qualified candidates, the WDB and JPB policy is to act immediately when an opening occurs so that the board is fully-staffed at all times. The board has been very successful in identifying potential openings by following strict guidelines in sending out letters-of-intent in January to all board members whose terms are ending in June in order to identify members who plan to vacate the board or have retired from their job (retirees can only complete their two-year term but cannot be reappointed). Placing the right candidates on the WDB is important to the success of the board and the future of the workforce development system and its partnerships.

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?

- 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 Government wide 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 PAGE

Local Workforce Development
Area Name Local Workforce Development Area 5

Local Area Board Name Central Minnesota Jobs and Training Services, Inc.
(CMJTS) Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name Trish Taylor
Title Co-owner
Organization Taylor Land Surveyors
Address 1 PO Box 179
Address 2 _____
City, State, ZIP Code Monticello, MN 55362
Phone (763) 295-3388
E-mail Ttaylor818@yahoo.com

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

Name Richard Greene
Title Commissioner
Organization Chisago County
Address 1 313 N. Main St.
Address 2 _____
City, State, ZIP Code Center City, MN 55012
Phone (651) 213-8832
E-mail rgreene@co.chisago.mn.us

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 Chair

Name Trish Taylor

Title CMJTS Workforce Development
Board Chair

Signature _____

Date _____

Chief Local Elected Official

Name Richard Green

Title Commissioner, Joint Powers
Board Chair

Signature _____

Date _____

REGIONAL OVERSIGHT COMMITTEE**Regional Workforce Development Area**

Region 3 Leadership & Planning Board

Local Workforce Development Area

5 and 17

MEMBER	ORGANIZATION
Trish Taylor, Chair, Central Minnesota Workforce Development Board	Co-owner, Taylor Land Surveyors, Inc.
Loren Nelson, Vice Chair, Central Minnesota Workforce Development Board	President, Aurelius Manufacturing Company
Rick Greene, Chair, Central Minnesota Joint Powers Board	Commissioner, Chisago County
Harlan Madsen, Vice Chair, Central Minnesota Joint Powers Board	Commissioner, Kandiyohi County
Jim McMahon, Vice Chair, Stearns-Benton Employment & Training Council (SBETC) Joint Powers Board	Commissioner, Benton County
Leigh Lenzmeier, SBETC Joint Powers Board	Commissioner, Stearns County
Heidi Peper, Chair, SBETC Workforce Development Board	Sr. Community Development Specialist
Jill Magelssen, Vice Chair, SBETC Workforce Development Board	Franchise owner of Express Employment Professionals
Barbara Chaffee, Chief Executive Officer	Central Minnesota Jobs & Training Services, Inc.
Tammy Biery, Executive Director	Stearns-Benton Employment & Training Council

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.)	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Equal Opportunity Officer (see section D.3.B.)	Kristin Yeager	(763) 271-3760	kyeager@cmjts.org	Barbara Chaffee
Program Complaint Officer (see section D.5.B.)	Barbara Chaffee	(763) 271-3700	bchaffee@cmjts.org	Commissioner Richard Greene
Records Management/Records Retention Coordinator (see section D.16.C.)	Tricia Bigaouette	(763) 271-3700	tbigaouette@cmjts.org	Barbara Chaffee
ADA Coordinator (see section D.22.)	Skip Wittrock	(320) 308-4163	swittrock@state.mn.us	Jay Hancock
Data Practices Coordinator (see section D.22.)	Patty Schill	(763) 271-3700	pschill@cmjts.org	Missy Hanson
English as Second Language (ESL) Coordinator (see section D.22.)	Jill Jensen	(763) 272-2040	Jill.jensen@monticello.k12.mn.us	Jeremiah Mack

Official Name of WorkForce Center Monticello

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Brian Davis	(763) 271-3799	bdavis@cmjts.org	Dina Wuornos
Job Service Manager	Joan Berning	(320) 441-6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Jill Grand	(763) 271-3740	jill.grand@state.mn.us	Skip Wittrock
State Services for the Blind Manager	Natasha Jerde	(651) 539-2344	Natasha.jerde@state.mn.us	Jon Benson
Local Workforce Development Area Director	Barbara Chaffee	(763) 271-3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Jill Jenson	(763) 272-2040	jill.jensen@monticello.k12.mn.us	Jeremiah Mack
Carl Perkins Post-Secondary Manager	Jamie Barthel	(763) 422-6082	jbarthel@anokatech.edu	Kent Hanson

Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Official Name of WorkForce Center Cambridge

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Diana Ristamaki	320-364-0321	dristamaki@cmjts.org	Twylla Wozniak
Job Service Manager	Joan Berning	651-492-1517	joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Lori Thorpe	763-279-4460	lori.thorpe@state.mn.us	Roland Root
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Caroline Nerhus	763-689-6228	cnerhus@c-ischools.org	Scott Wallner/Dave Maurer
Carl Perkins Post-Secondary Manager	Joan Bloemendaal-Gruett	(320) 629-5116	bloemendaalj@pinetech.edu	Joe Mulford
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Official Name of WorkForce Center Hutchinson

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Colleen McNab	320.593.1056	cmcnab@cmjts.org	Eric Day
Job Service Manager	Joan Berning	320.441.6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	320-441-6587	Mimi.schafer@state.mn.us	Kim Peck
State Services for the Blind Manager	Natasha Lemler	651.539.2344	Natasha.Lemler@state.mn.us	Carol Pankow
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene

Attachment B

Adult Basic Education (ABE)	Ann Trochlil	320.231.8492	trochlila@willmar.k12.mn.us	Todd Wagner
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Official Name of WorkForce Center Litchfield

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Colleen McNab	320.593.1056	cmcnab@cmjts.org	Eric Day
Job Service Manager	Joan Berning	320.441.6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	320.441.6587	Mimi.schafer@state.mn.us	Kim Peck
State Services for the Blind Manager	Natasha Lemler	651.539.2344	Natasha.lemler@state.mn.us	Carol Pankow
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Ann Trochlil	320.231.8492	trochlila@willmar.k12.mn.us	Todd Wagner
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Official Name of WorkForce Center Mora

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Diana Ristamaki	320-364-0321	dristamaki@cmjts.org	Twylla Wozniak
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Official Name of WorkForce Center Willmar

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Joan Berning	320-441-6572	Joan.berning@state.mn.us	Dave Niermann
Job Service Manager	Joan Berning	320-441-6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	612-437-2718	Mimi.schafer@state.mn.us	Jay Hancock
State Services for the Blind Manager	N/A			
Local Workforce Development Area Director	Barbara Chaffee	(763) 271-3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Laura Morales	320-231-8480	morelesl@willmar.k12.mn.us	Ann Trochil
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee

Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee
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LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

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Local Workforce Development Area

5 – Central Minnesota Workforce Development Board (WDB)

MEMBER	POSITION/ORGANIZATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA (must be majority) Spencer Bjerga 1421E 7 th St. Monticello, MN 55362 Spencer.bjerga@riverwoodbank.com 763-262-4067	AVP, Commercial Lender Riverwood Bank	06/30/18
Elaine Hierlinger 502 First St. Princeton, MN 55371 ehierlinger@izoom.net 763-389-2462	Owner Hierlinger Shoes	06/30/18
Denise Johnson 2364 Hwy.7 Lester Prairie, MN 55354 djohnson@ritewaymech.com 320-395-0142	CEO/President RiteWay Conveyers, Inc.	06/30/17
Becky Lourey, WDB Secretary 7564 Birch St. Bruno, MN 55712 blourey@nemadjiresearch.com 320-838-3838	Owner/COO Nemadji Research Corporation	06/30/18
Loren Nelson, WDB Vice Chair 220 SW 8th St. PO Box 508 Braham, MN 55006 loren.c.nelson@aurelius-mfg.com 320-396-3343	President Aurelius Manufacturing Company, Inc.	06/30/18
Mark Netzinger 1799 313th Ave. NE	Owner Physical Therapy Consultants, Inc.	06/30/18

Cambridge, MN 55008 marknetz@mac.com 763-689-0748		
Brian O'Donnell, WDB Treasurer 806 10th St. E, Suite 101 Glencoe, MN 55336 parker1@hutchtel.net 320-864-4877	Owner/Broker Priority One Metro West Realty	06/30/18
Cindy Shore 3562 142nd St. NW Monticello, MN 55362 crshore@shoredynamics.com 612-616-0625	President Shore Dynamics, Inc.	06/30/18
Trish Taylor, WDB Chair PO Box 179 Monticello, MN 55362 Ttaylor818@yahoo.com 763-295-3388	Owner Taylor Land Surveyors	06/30/18
Kathy Voss 1013 Hart Blvd. Monticello, MN 55362 vossk@centracare.com 763-271-2302	Director, Human Services CentraCare Health-Monticello	06/30/17
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) Jamie Goodrum Schwartz 1004 Commercial Dr. Buffalo, MN 55313 jami.goodrumschwartz@co.wright.mn.us 763-682-7411	Health & Human Services Director Wright County	06/30/17
Jim Nimlos 13100 Frankfort Pkwy. NE St. Michael, MN 55376 jnimlos@mplsjatc.org 763-497-0072	Training Director Minneapolis Electrical JATC	06/30/17
EDUCATION & TRAINING Jill Jensen 302 Washington St.	Consortium Manager WEST Adult Basic Education	06/30/17

Monticello, MN 55362 jill.jensen@monticello.k12.mn.us 763-272-2040		
Dr. Douglas Allen 2101 15th Ave. NW Willmar, MN 56201 Douglas.allen@ridgewater.edu 320-222-5201	President Ridgewater College	06/30/17
GOVERNMENT (Required: Economic Development; Job Service; Rehabilitation) Nancy Hoffman 38871 7th Ave. North Branch, MN 55056 nancy@chisagocounty.org 651-674-5664	Executive Director Chisago County HRA/EDA	06/30/18
Dan Weber 13880 Business Center Dr. Elk River, MN 55330 dan.weber@co.sherburne.mn.us 763-765-3007	Asst. County Administrator, Sherburne County Exec. Director, Sherburne County EDA	06/30/18
Joan Berning 2200 23rd St NE, Suite 2040 Willmar, MN 56201 joan.berning@state.mn.us 320-441-6572	Manager Minnesota DEED Willmar & Hutchinson	06/30/17
Rodney Pederson PO Box 336 Buffalo, MN 55313 rpederson@functionalindustries.com 763-682-4336 ext. 161	President/CEO Functional Industries, Inc.	06/30/16
Commissioner Richard Greene, Chair, JPB 313 N Main St. Center City, MN 55012 rgreene@co.chisago.mn.us 651-213-8832	Local Elected Official Chisago County	
Commissioner Harlan Madsen, Vice Chair, JPB 400 SW Benson Ave. Willmar, MN 56201 Hmadsen2000@yahoo.com	Local Elected Official Kandiyohi County	

320-664-3880		
Commissioner Mike Warring, Secretary, JPB 555 18th Ave. SW Cambridge, MN 55008 cambbowl@ecenet.com 763-689-2696	Local Elected Official Isanti County	

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Trish Taylor	PO Box 179, Monticello, MN 55362, 763-295-3388, ttaylor818@yahoo.com
VICE CHAIR Loren Nelson	PO Box 508, Braham, MN 55006, 320-396-3343, loren.nelson@aurelius-mfg.com
SECRETARY Becky Lourey	7564 Birch St. Bruno, MN 55712, 320-838-3838, blourey@nemadjiresearch.com

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area

3

Local Workforce Development Area

5 – Central Minnesota Workforce Development Board (WDB)

Committee Name	Objective/Purpose
Youth Committee	To help youth make a connection between learning and earning.
Community & Government Relations Committee	To develop and foster community and government relations while promoting the Workforce Development Board's interests and policies
Workforce Development Committee	To provide leadership in connecting local/regional business, education, and economic development initiatives, as well as ensuring quality services in the WorkForce Center System or One-Stop Centers.
Economic Development Ad Hoc Committee	To assist the Workforce Development Board in aligning workforce development strategies with local, regional, and state economic development priorities.
Legislative Ad Hoc Committee	To education lawmakers on WorkForce Center System issues and concerns, ensuring all Minnesotans have the opportunity for successful employment.
WDB Executive Committee	To provide Workforce Development Board with operational leadership and ensure the bylaws are successfully carried out.
CMJTS Operations Committee	To provide effective oversight to Central Minnesota Jobs and Training Services, Inc. programs and corporate operations.

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area	
Local Workforce Development Area	

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which WFC?	If not in WFC, provide Address, City, State, ZIP Code

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

Regional Workforce Development Area

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Local Workforce Development Area

5 – Central Minnesota Workforce Development Board (WDB)

Name and Location (City)	Program Service Delivered
Central Minnesota Jobs & Training Services, Inc. 2217 Findland Avenue, PO Box 54 Finlayson, MN 55735 320.364.0321	WIOA Youth, Minnesota Youth
Central Minnesota Jobs & Training Services, Inc. 19955 Forest Road North Forest Lake, MN 55025 651.275.7247	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker
Central Minnesota Jobs & Training Services, Inc. Mille Lacs County Community and Veterans Services 525 2nd Street SE Milaca, MN 56353 800.284.7425	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker, SCSEP Senior Services
Central Minnesota Jobs & Training Services, Inc. 1005 West Elm Avenue, Suite 2 Olivia, MN 56277 800.284.7425	CMJTS Business Services Minnesota Family Investment Program (MFIP), Diversionary Work Program (DWP), Supplemental Nutrition Assistance Program (SNAP)
Central Minnesota Jobs & Training Services, Inc. 900 Fourth Street Southeast Pine City, MN 55063 320.629.4555	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker, SCSEP Senior Services

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

Table 9. Region 6E Occupational Employment Statistics, 1 st Qtr. 2015					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	\$16.42	46,490	100.0%	1.0	\$18.65	2,730,020	100.0%
Production	\$16.42	7,620	16.4%	2.1	\$16.61	217,830	8.0%
Office & Administrative Support	\$15.35	5,560	12.0%	0.8	\$17.27	409,100	15.0%
Sales & Related	\$12.84	4,820	10.4%	1.0	\$13.24	270,540	9.9%
Transportation & Material Moving	\$16.12	3,450	7.4%	1.2	\$16.18	167,130	6.1%
Personal Care & Service	\$10.76	3,270	7.0%	1.6	\$11.11	120,000	4.4%
Education, Training, & Library	\$18.85	2,830	6.1%	1.1	\$22.72	156,090	5.7%
Healthcare Support	\$11.44	2,700	5.8%	1.8	\$13.63	89,360	3.3%
Healthcare Practitioners & Technical	\$25.86	2,480	5.3%	0.9	\$31.54	160,390	5.9%
Food Preparation & Serving Related	\$9.13	2,010	4.3%	0.5	\$9.21	228,640	8.4%
Installation, Maintenance, & Repair	\$20.09	1,920	4.1%	1.2	\$21.52	94,310	3.5%
Management	\$38.40	1,840	4.0%	0.7	\$47.47	165,730	6.1%
Construction & Extraction	\$20.89	1,660	3.6%	1.1	\$24.88	91,240	3.3%
Business & Financial Operations	\$26.48	1,400	3.0%	0.5	\$30.37	159,970	5.9%
Building & Grounds Cleaning & Maint.	\$12.00	1,370	2.9%	1.0	\$12.03	81,560	3.0%
Architecture & Engineering	\$31.23	960	2.1%	1.1	\$34.76	50,980	1.9%
Community & Social Service	\$20.37	780	1.7%	0.9	\$20.51	49,210	1.8%
Protective Service	\$16.48	570	1.2%	0.8	\$19.43	43,660	1.6%
Computer & Mathematical	\$28.56	430	0.9%	0.3	\$37.96	91,560	3.4%
Arts, Design, Entertainment & Media	\$17.21	330	0.7%	0.5	\$21.82	36,430	1.3%
Life, Physical, & Social Science	\$28.79	180	0.4%	0.4	\$30.29	24,410	0.9%
Farming, Fishing, & Forestry	\$16.93	180	0.4%	3.0	\$14.41	3,570	0.1%
Legal	\$26.01	140	0.3%	0.4	\$38.48	18,330	0.7%

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

Table 10. Region 6E Job Vacancy Survey Results, 2nd Qtr. 2015						
	Number of Total Vacancies	Percent Part-time	Requiring Post-Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	2,629	58%	22%	19%	37%	\$9.93
Food Preparation & Serving Related	856	94%	4%	1%	1%	\$8.00
Protective Service	251	96%	1%	1%	54%	\$8.25
Transportation & Material Moving	235	8%	0%	52%	63%	\$12.64
Education, Training, & Library	182	13%	70%	37%	53%	\$14.27
Personal Care & Service	156	60%	44%	7%	43%	\$8.76
Installation, Maintenance, & Repair	142	18%	23%	23%	88%	\$13.98
Sales & Related	134	58%	4%	18%	22%	\$8.98
Office & Administrative Support	121	28%	43%	21%	47%	\$11.00
Healthcare Practitioners & Technical	113	31%	82%	56%	92%	\$23.97
Healthcare Support	113	93%	40%	30%	46%	\$11.31
Building, Grounds Cleaning & Maint.	86	46%	0%	11%	65%	\$10.59
Community & Social Service	62	20%	73%	48%	65%	\$14.24
Production	44	0%	9%	33%	2%	\$12.85
Farming, Fishing, & Forestry	35	23%	3%	3%	6%	\$13.09
Architecture & Engineering	25	0%	100%	88%	82%	\$28.59
Business & Financial Operations	20	6%	92%	52%	12%	\$19.97
Arts, Design, Entertainment & Media	20	36%	27%	95%	6%	\$14.29
Management	19	0%	64%	64%	48%	\$24.22
Life, Physical, & Social Science	12	N/A	N/A	N/A	N/A	\$19.85
<i>Source: DEED Job Vacancy Survey, Qtr. 2 2015</i>						

Table 9. Region 7E Occupational Employment Statistics, 1 st Qtr. 2015					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	\$16.43	44,580	100.0%	1.0	\$18.65	2,730,020	100.0%
Office & Administrative Support	\$16.14	6,250	14.0%	0.9	\$17.27	409,100	15.0%
Education, Training, & Library	\$20.02	4,740	10.6%	1.9	\$22.72	156,090	5.7%
Sales & Related	\$11.56	4,210	9.4%	1.0	\$13.24	270,540	9.9%
Production	\$15.87	4,050	9.1%	1.1	\$16.61	217,830	8.0%
Healthcare Practitioners & Technical	\$30.63	3,460	7.8%	1.3	\$31.54	160,390	5.9%
Healthcare Support	\$13.01	2,790	6.3%	1.9	\$13.63	89,360	3.3%
Management	\$36.32	2,100	4.7%	0.8	\$47.47	165,730	6.1%
Personal Care & Service	\$10.79	1,820	4.1%	0.9	\$11.11	120,000	4.4%
Construction & Extraction	\$24.38	1,560	3.5%	1.0	\$24.88	91,240	3.3%
Business & Financial Operations	\$24.25	1,510	3.4%	0.6	\$30.37	159,970	5.9%
Community & Social Service	\$18.72	1,510	3.4%	1.9	\$20.51	49,210	1.8%
Food Preparation & Serving Related	\$9.15	1,500	3.4%	0.4	\$9.21	228,640	8.4%
Building & Grounds Cleaning & Maint.	\$12.16	1,340	3.0%	1.0	\$12.03	81,560	3.0%
Architecture & Engineering	\$29.53	590	1.3%	0.7	\$34.76	50,980	1.9%
Computer & Mathematical	\$29.71	490	1.1%	0.3	\$37.96	91,560	3.4%
Life, Physical, & Social Science	\$28.40	380	0.9%	1.0	\$30.29	24,410	0.9%
Arts, Design, Entertainment & Media	\$11.04	360	0.8%	0.6	\$21.82	36,430	1.3%
Legal	\$22.17	170	0.4%	0.6	\$38.48	18,330	0.7%
Farming, Fishing, & Forestry	\$14.91	80	0.2%	1.4	\$14.41	3,570	0.1%
Protective Service	\$20.62	N/A	N/A	N/A	\$19.43	43,660	1.6%
Installation, Maintenance, & Repair	\$18.91	N/A	N/A	N/A	\$21.52	94,310	3.5%
Transportation & Material Moving	\$15.66	N/A	N/A	N/A	\$16.18	167,130	6.1%

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

Table 10. Region 7E Job Vacancy Survey Results, 2nd Qtr. 2015						
	Number of Total Vacancies	Percent Part-time	Requiring Post-Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	2,138	73%	21%	26%	33%	\$9.88
Food Preparation & Serving Related	493	93%	0%	5%	8%	\$8.97
Sales & Related	371	94%	2%	2%	1%	\$8.89
Personal Care & Service	279	87%	11%	22%	20%	\$8.00
Healthcare Practitioners & Technical	158	64%	86%	42%	93%	\$19.79
Transportation & Material Moving	148	65%	0%	50%	99%	\$13.23
Production	120	21%	11%	42%	8%	\$11.87
Education, Training, & Library	117	47%	65%	52%	67%	\$16.28
Healthcare Support	111	81%	75%	37%	87%	\$12.43
Building, Grounds Cleaning & Maint.	68	73%	0%	8%	34%	\$9.35
Office & Administrative Support	63	57%	18%	42%	11%	\$10.61
Installation, Maintenance, & Repair	44	50%	50%	50%	71%	\$11.28
Management	29	0%	99%	100%	72%	\$34.36
Community & Social Service	15	47%	87%	50%	79%	\$15.48
<i>Source: DEED Job Vacancy Survey, Qtr. 2 2015</i>						

Table 9. Region 7W Occupational Employment Statistics, 1 st Qtr. 2015					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	\$16.80	172,200	100.0%	1.0	\$18.65	2,730,020	100.0%
Office & Administrative Support	\$15.82	26,140	15.2%	1.0	\$17.27	409,100	15.0%
Production	\$15.92	19,720	11.5%	1.4	\$16.61	217,830	8.0%
Sales & Related	\$11.59	18,500	10.7%	1.1	\$13.24	270,540	9.9%
Education, Training, & Library	\$21.63	13,880	8.1%	1.4	\$22.72	156,090	5.7%
Healthcare Practitioners & Technical	\$31.94	9,970	5.8%	1.0	\$31.54	160,390	5.9%
Food Preparation & Serving Related	\$9.15	8,320	4.8%	0.6	\$9.21	228,640	8.4%
Management	\$39.99	8,050	4.7%	0.8	\$47.47	165,730	6.1%
Construction & Extraction	\$23.01	7,760	4.5%	1.3	\$24.88	91,240	3.3%
Personal Care & Service	\$10.91	7,620	4.4%	1.0	\$11.11	120,000	4.4%
Business & Financial Operations	\$26.75	6,070	3.5%	0.6	\$30.37	159,970	5.9%
Building & Grounds Cleaning & Maint.	\$12.69	5,780	3.4%	1.1	\$12.03	81,560	3.0%
Healthcare Support	\$13.08	5,080	3.0%	0.9	\$13.63	89,360	3.3%
Computer & Mathematical	\$29.27	2,710	1.6%	0.5	\$37.96	91,560	3.4%
Community & Social Service	\$20.96	2,550	1.5%	0.8	\$20.51	49,210	1.8%
Architecture & Engineering	\$29.25	2,140	1.2%	0.7	\$34.76	50,980	1.9%
Arts, Design, Entertainment & Media	\$18.73	1,870	1.1%	0.8	\$21.82	36,430	1.3%
Life, Physical, & Social Science	\$28.71	820	0.5%	0.5	\$30.29	24,410	0.9%
Legal	\$31.02	650	0.4%	0.6	\$38.48	18,330	0.7%
Farming, Fishing, & Forestry	\$15.03	130	0.1%	0.6	\$14.41	3,570	0.1%
Protective Service	\$25.06	N/A	N/A	N/A	\$19.43	43,660	1.6%
Installation, Maintenance, & Repair	\$20.90	N/A	N/A	N/A	\$21.52	94,310	3.5%
Transportation & Material Moving	\$15.82	N/A	N/A	N/A	\$16.18	167,130	6.1%

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

Table 10. Region 7W Job Vacancy Survey Results, 2nd Qtr. 2015						
	Number of Total Vacancies	Percent Part-time	Requiring Post-Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	7,237	54%	28%	33%	34%	\$11.95
Sales & Related	1,747	62%	9%	26%	12%	\$10.97
Food Preparation & Serving Related	747	72%	1%	19%	11%	\$9.07
Office & Administrative Support	652	49%	9%	26%	14%	\$11.29
Building, Grounds Cleaning & Maint.	581	67%	1%	9%	14%	\$9.97
Transportation & Material Moving	580	75%	1%	19%	71%	\$13.60
Installation, Maintenance, & Repair	419	18%	63%	70%	64%	\$16.03
Production	415	13%	21%	25%	3%	\$14.84
Personal Care & Service	366	90%	56%	61%	65%	\$9.65
Education, Training, & Library	350	45%	94%	50%	82%	\$20.17
Healthcare Practitioners & Technical	339	48%	94%	54%	91%	\$25.74
Healthcare Support	279	64%	65%	6%	79%	\$12.41
Construction & Extraction	192	22%	27%	47%	33%	\$15.58
Business & Financial Operations	110	24%	77%	69%	14%	\$22.54
Computer & Mathematical	98	1%	92%	67%	4%	\$22.63
Management	82	5%	88%	91%	32%	\$33.92
Community & Social Service	62	27%	92%	71%	73%	\$15.61
Arts, Design, Entertainment & Media	54	36%	47%	65%	46%	\$15.29
Protective Service	48	67%	0%	5%	67%	\$9.81
Life, Physical, & Social Science	45	43%	54%	99%	92%	\$10.99
<i>Source: DEED Job Vacancy Survey, Qtr. 2 2015</i>						