



## **Regional and Local Plans**

### **Minnesota's Workforce Development System under WIOA**

**Program Years 2016 & 2017**

Submitted by

RWDA:

RWDA 3

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LWDA:

LWDAs 5 and 17

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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 21<sup>st</sup> 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 21<sup>st</sup> century economy.

A Career Pathway System approach will position the needs of a skilled workforce at the center of the system, recognizing the important role of a "dual customer" approach – businesses and workers. Businesses will lead sector strategies that address the most critical growth needs in



occupations that support family sustaining wages. The diverse needs of workers will impact the design and delivery of employment and training programs and services to fulfill these employment needs and their career goals.



## SECTION A: REGIONAL PLAN

### REGIONAL LEADERSHIP APPROACH

*The regional leadership approach describes how the local area boards within each regional workforce development area will define and coordinate the strategic priorities established by the Governor under WIOA.*

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

- Career Solutions (CS), formerly Stearns-Benton Employment & Training Council (SBETC), and Central Minnesota Jobs and Training Services, Inc. (CMJTS) chief elected officials and workforce development boards elected to create the **Region 3 Leadership and Planning Board (R3LPB)** to represent Minnesota's Workforce Development Region 3 and its 13-county planning region (Local Workforce Development Areas – LWDA 5 and 17).
  - The following R3LPB members were selected and approved by each local board to lead in the regional initiatives outlined in the Workforce Innovations and Opportunity Act of 2014 (WIOA), as follows:
    - **Voting members (10)**
      - CMJTS Joint Powers Board (JPB) Chair and Vice Chair
      - CMJTS Workforce Development Board (WDB) Chair and Vice Chair
      - CMJTS Chief Executive Officer
      - CS Joint Powers Board (JPB) Chair and Vice Chair
      - CS Workforce Development Board (WDB) Chair and Vice Chair or past Chair
      - CS Executive Director
    - **Non-voting members (2)**
      - CMJTS Development Manager
      - CS Development Director
- Note: CMJTS and CS executive assistants will prepare minutes and agendas

**Stakeholders** (listed in Section 2) will be invited to attend the R3LPB and its events to share data, participate in Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, share economic development information, and provide other relevant data to contribute to a sound and informed decision-making process for Region 3.

Invited stakeholders may also include representatives from populations experiencing inequities (e.g. veterans and their eligible spouses, offenders, women, LGBTQ individuals, people of color, immigrants, refugees, English Language Learners/English as a Second Language individuals, older workers, individuals with disabilities, youth, adults with barriers to workforce participation due to basic skills deficiency or low-income status) and/or entities serving these populations in Region 3.

- CS and CMJTS workforce development board members chose to keep the R3LPB membership small to ensure participation, commitment, collaboration, and the success of the R3LPB.

- A chair and vice chair will be elected to the R3LPB in June of each year and will serve from July 1 to June 30. One of these officers will be from each of the two LWDAAs.
- The LWDA directors and non-voting members will not serve as R3LPB chair or vice chair. Only officers of the local boards and local elected officials will be allowed to serve as the R3LPB chair or vice chair.

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

The R3LPB will serve as the Regional Oversight Committee outlined in Attachment A. The R3LPB has overseen and will continue to oversee the development and implementation of all required regional plans and outcomes through the following processes:

- The R3LPB met monthly for the first six months to develop a Regional Plan and will continue to meet on a quarterly basis, or as needed, to ensure progress toward regional workforce development goals and strategies. The Regional Plan now serves as the foundation document, with the vision of bringing **stakeholders** to the table to collaborate and improve workforce development, education, and economic development services for Region 3 communities. Data gathered from stakeholders was included in the initial Regional Plan and will continue to be included in subsequent versions.
- After each Regional Plan update is completed and approved by the R3LPB and LWDBs 5 and 17, it will be posted on compulsory websites for a 30-day public comment period. It will then be submitted to the Governor of Minnesota, the Governor's Workforce Development Board (GWDB), and the Minnesota Department of Employment and Economic Development (DEED) for final approval.
- The CMJTS Chief Executive Officer, CS Executive Director, CMJTS Development Manager, and the CS Development Director will meet monthly, or as needed, to develop agendas, invite stakeholders, as directed by the R3LPB, to gather data and carry out the R3LPB's directives.
- The R3LPB will review the conditions of the regional economy and select or adjust sector strategies after careful review and consideration of labor market data, provided by DEED's regional analyst, in collaboration with other stakeholders.
- Strategic approaches will be determined through collaboration with stakeholders at R3LPB, CS, and CMJTS board events, outlined in section 3 of this report.

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



- R3LPB, CMJTS, and CS staff will engage with community members to identify organizations representing and/or serving marginalized populations, through surveys/data collection, focus groups, and program outreach. This will ensure a greater awareness of the resources available to Region 3 populations experiencing barriers to education and employment opportunities, and will encourage a sense of community. Stakeholders will be engaged through sector-led activities undertaken via partner collaboration.
- The **Disability Employment Initiative (DEI)** goal is to increase access to the Workforce Center System and programs for persons with disabilities. Best practices in case management through the use of integrated resource teams, guideposts for success in youth goal planning, and customized employment will be shared with other Rural Career Counseling Coordinators (RC3). The sharing of knowledge and resources with the broader system will help to ensure an effective referral process, ensure a close relationship between all partners, and increase services to more jobseekers. All existing CMJTS staff completed the Disability Resource Coordinator Level 1 Training by March 2018 and this training will be incorporated into the training plan of each new hire. This will promote inclusiveness and the provision of reasonable accommodation in the Workforce Center System. Information and resources will be shared with organizations such as Goodwill, Functional Industries, RISE, Options, human service agencies, and other agencies serving people with disabilities. The R3LPB will continue to support this initiative to ensure people with disability-related barriers to workforce participation are engaged and heard.
- Region 3's "employment networks" include Functional Industries, Vocational Rehabilitation Services, RISE, Options, and CMJTS. These employment networks help ticket holders (those 18-64 years of age receiving Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI)) become self-sufficient. Communication with and referrals between Employment Networks will be ongoing. All partners provide or offer unique services and refer ticket holders to the most appropriate service agency(ies). The CMJTS Ticket Team, comprised of six staff, have completed or are in the process of completing Level 2 Disability Resource Coordinator Training. This curriculum focuses on developing integrated resource teams, blending and braiding funds/leveraging resources, identifying individual participant strengths, and customizing employment strategies. Regional employers will be educated about available ticket-to-work incentives. An *Ability Resource Fair*, a career fair serving individuals with diverse abilities and providing resources, will be held by December 2018.
- CS and CMJTS currently both administer Pre-Employment and Transition Services (Pre-ETS) pilot projects through a partnership with Vocational Rehabilitation Services (VRS). VRS has expanded their capacity to reach secondary students with disabilities by providing each agency with \$100,000 to serve this population. Using a strengths-based approach, Career You works to eliminate economic disparities for participants by helping them discover how their abilities can be leveraged to overcome employment barriers. They also improve their work readiness, grow their personal support networks, and acquire a better understanding of their employment rights so they can more effectively advocate for themselves, and others with disabilities, throughout their



careers. CS and CMJTS operate the Pre-ETS program with oversight from DEED's VRS and Youth Services Departments.

- In Coleman's Sauk Rapids facility employs a workforce of 202, 70% of these workers are people of color, many of whom are immigrants facing barriers to employment. Career Solutions, ABE, a Somali Elder, and Coleman partnered to create the "Learn and Earn Program". This program sought to prepare individuals who faced English language barriers – many of whom came from East Africa, had "aged out" of high school, and were unemployed – with the skills needed to fill positions in the state's manufacturing industry. Participants' goals were to increase literacy skills leading to a diploma, enhance work readiness skills, obtain work experience, stay engaged with the community, obtain competitive employment, and continue their education. This was a five week program with four components, including a literacy/adult diploma program, employability instruction, mentoring by a Somali elder, and intensive on-the-job training provided by Coleman. The classroom training included English, reading, writing, basic math, production safety, work-related vocabulary, and soft skills training that included organization, time management, responsibility, teamwork, and leadership.
- The Leaving Incarceration Finding Employment (LIFE) Project, incorporates the 360° Career Success Skills modules. This program is tailored to address a person's criminal background and is delivered to help offenders connect with sustaining employment and reduce recidivism. Currently, CMJTS facilitates the LIFE Project in the Kanabec, Pine, and Wright County jails, and plans to expand these services to Isanti and Meeker counties by June of 2019. Adult Basic Education (ABE) currently provides incarcerated adults with opportunities to acquire and improve the skills essential to becoming productive employees and effective family members. CMJTS and ABE will work together to deliver these services to maximize effectiveness by June 2019.
- The Immigrant Employment Connection Group (IECG) is a collaboration of St. Cloud area businesses and organizations. The group's focus is to better the St. Cloud community by working with the Somali population to address workforce development issues and improve the health and wellbeing of these jobseekers and their families. To make the greatest impact, the group's focus is on Somali individuals who have minimal skills and multiple barriers to employment, including cultural, language, and transportation barriers. The IECG is creating meaningful connections between Region 3 employers and jobseekers. It works with employers to help them overcome real or perceived hiring barriers and also helps jobseekers obtain employment, by furthering their knowledge of employer expectations and the American job-search process. Committee members include:

o Jane Stevenson	- Adult Basic Education (ABE)
o Jennifer Jimenez-Wheatley	- AVIVO
o Jama Alimad	- Central MN Community Empowerment Org.
o Kristin Yeager	- CMJTS
o Tammy Biery	- Career Solutions
o Joan Berning	- DEED
o Kelly Gerads	- DEED

o Hudda Ibrahim & Abdi Mahad	- Filsan Consultant LLC
o Gail Cruikshank	- Greater St. Cloud Development Corporation
o Brianda Cediell	- Hands Across the World
o Don Hickman	- Initiative Foundation
o Jama Mohamed	- United Way of Central Minnesota
o Lee Morgan	- Morgan Family Foundation
o Elizabeth Valencia-Borgert	- St. Cloud State University
o Ali Mohamed	- St. Cloud Technical and Community College
o Lisa Zolin	- Viking Coca-Cola Bottling Company

The IECG's first initiative was to host a job fair in spring 2015. The group took lessons learned at this event to prepare employers and jobseekers before the second job fair held in September 2016, a collaborative effort with Job Service. Interpreters were made available to improve communication. In September 2017, the IECG worked with Job Service to ensure interpreters were available at a DEED-sponsored job fair and held an additional job fair in November 2017. The IECG will continue to expand the number of job fairs and events that provide employer/jobseeker education and resources.

- Region 3 will support the Willmar area's Cinco de Mayo Family Festival - the only event of its kind in our region, each year. CMJTS did sponsor an event table in 2017, to engage with diverse community members and provide resources. This family event draws more than 1,500 visitors to Willmar, one of the region's more diverse communities. The festival will provide an opportunity to celebrate the area's diverse culture. The event planning committee raises funds to host the event and provides scholarships to local students. From 2006 to 2016, this event provided over \$12,500 in student scholarships. This event was used as a "touch-point" opportunity to meet with community members and obtain feedback and better marketing and outreach methods. Similar opportunities will be sought for further community outreach.
- CMJTS' business service staff has developed a relationship with the Willmar Area Multicultural Business Center (WAM-BC), a resource for fostering the entrepreneurial spirit by providing the right resources to create independent businesses that will be a positive force for themselves, their families, and the community as a whole. In 2008, Willmar had more than 36 minority-owned businesses, including Persian, Somali, and Latino. This figure reflected the largest number of minority-owned businesses outside the Twin Cities Metro Area. This number has steadily grown over the past 10 years, with a 2017 EDC Diverse BRE report identifying approximately 70 diverse businesses in Willmar. Services offered by the WAM-BC include a business incubator program, technical assistance program, and micro-loan program.
- Partner for Student Success (PFSS) unites central Minnesota parents, businesses, community organizations, and public school districts to support student success. The PFSS Board of Directors consists of 21 members from 19 partner organizations, and PFSS committees and working groups consist of more than 70 organizations from across the greater St. Cloud area. PFSS has a cradle-to-career approach and focuses on pre-K and elementary-related initiatives as well as college and career-ready work groups. The CS executive

director co-chairs the college and career-readiness steering committee and co-chairs the experiential learning planning group. Participation at this level creates opportunities for Region 3 to expand education and employment services to youth and young adults. PFSS engages, aligns, and coordinates community resources to set goals, define priorities, and close gaps; creates awareness and urgency around PFSS and student success within the community; advocates for financial support and resources to support student success; and monitors and measures progress against the community goals and priorities.

- Several events have occurred in Planning Region 3 to engage and address issues and concerns of populations experiencing barriers to employment. They include:
  - i. March 30, 2016, Hiring Immigrant Workforce 101: A panel of employers experienced in hiring the immigrant population connect with community resources. This opportunity was developed to learn about best practices and provide a safe space to share and openly discuss with others the successes and challenges hiring and retaining the immigrant population.
  - ii. April 27, 2016, Job Seeker Forum: This event will be held at the Great River Regional Library in St. Cloud, Minnesota. It will include a conversation with immigrant jobseekers about the challenges of finding and keeping a job while adjusting to the American workplace.
  - iii. June 2016, Employer Discussion II: A follow-up discussion with employers will occur as a result of the March 30, 2016 event. Action steps will be identified and taken to support the vision and ensure the success of matching employers' needs with the specific workforce needs of the immigrant population.
  - iv. August 2016, Job Seeker Preparation: This event will prepare immigrant jobseekers for the upcoming Job and Career Fair scheduled to take place in October 2016.
  - v. October 2016, Job and Career Fair: This Job and Career Fair will be a culmination of the previous forum discussions (outlined above)—bridging the workforce needs of both jobseekers and employers.

**NOTE:** The aforementioned events are sponsored by CS in direct collaboration with the St. Cloud Area Immigrant Employment Connection Collaborative, chaired by Tammy Biery, CS executive director. **(See Attachment EE)**

- vi. April 8, 2016, The Face of Your New Employee: Workplace Diversity: sponsored by CMJTS WDB's Community and Government Relations Committee (CGR). The focus of this business summit was to promote diversity in the workplace. Today's workforce is changing to include people with disabilities, those changing careers, and immigrants. Key stakeholders joined representatives from across central Minnesota as they identified regional demographics by age group, diversity, disabilities, and retirement in the workplace. Attendees heard from



business professionals about challenges they faced in filling positions, retaining employees, and changes or accommodations made in the work environment. Participants left the event with valuable information as they looked at the “face of your new employee—workplace diversity.”

- vii. March 2017, Cultural Training; April 2017 Bill Blazer Presentation; June 2017 Panel of Employers; September 2017, JOB SEEKER PREPARATION Preparing immigrant job seekers for the upcoming Job and Career Fair, St. Cloud Library; October/November 2017, JOB AND CAREER FAIR, A culmination of our discussions - bridging the workforce with businesses and employers, St. Cloud Workforce Center. Events will increase opportunity for “touch points” to engage diverse communities.
  - viii. CS and CMJTS invited each other’s board members and staff to attend the aforementioned events on workplace diversity. This was the beginning of developing new joint initiatives going forward, inviting key stakeholders to work together to solve regional workforce concerns, and addressing community needs in Workforce Development Planning Region 3.
  - ix. On February 1, 2018, the IECG met with CentraCare Health, Region 3’s largest employer, to discuss their hiring process and identify steps posing barriers to employment. CentraCare is currently switching to a new human resources database/system and was open to the suggestions presented by the IECG to promote a more-inclusive hiring process. After this meeting, CentraCare was featured as an “employer of the day” at the St. Cloud WFC (March 2018) in an effort to make in-person connections with job seekers and answer their questions.
- Both CS and CMJTS continuously evaluate LWDB membership, and will continue to look for opportunities to increase representation from populations facing disparity as vacancies occur. In April of 2018, the CMJTS LWDB accepted an application for membership to the CMJTS Youth Committee from Naomi Long, Youth Program Manager for the Mille Lacs Band of Ojibwe – Aanji-Bimaadizing. The committee looks forward to Ms. Long’s participation on this committee and hopes to gain valuable insight into the needs of the Native American community in our northern region. CMJTS also looks forward to learning about new opportunities to partner and increase program participation among Native American youth in the area.
  - Over the coming two-year period, R3LPB will continue to invite key stakeholders to the board and its special events to discuss regional concerns, to ensure partner engagement includes diverse populations experiencing barriers to employment, and collaborate to develop innovative solutions to community concerns.
  - CMJTS will partner with Kandiyohi County’s public assistance employment and training provider as well as local hospitality-related businesses to provide hospitality/customer service training to recipients of public assistance. Special emphasis will be placed on recruiting entry-level workers from the Somali community. Participants will obtain a hospitality industry-recognized credential

and will have the opportunity to take part in work-based training, ideally leading to unsubsidized employment in this field. Career pathway information will be shared during the program, to provide participants with a better understanding of how to elevate themselves from entry level to mid- and high-level employees (e.g. supervisor and manager roles).

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

The R3LPB will maintain oversight of the following:

- Employer Engagement: After the secretaries of the US Department of Labor (USDOL) and US Department of Education (USDOE) determine the Employer Engagement Performance Measures for the national workforce development system, the R3LPB, after consulting involved stakeholders, will review the measures and make recommendations to the LWDA boards on how to proceed with performance negotiation management.
- The LWDA boards will consult with the R3LPB on program performance measures, where these measures make sense and are appropriate. However, not all programs in Region 3 serve populations and design programs in the same manner. For example, CS may utilize Minnesota Youth Program funds to provide summer youth programming, while CMJTS may use the same funding to serve youth via year-round programming. Additionally, several CMJTS counties border the Twin Cities metro area. Wright, Sherburne, Isanti, Chisago, and McLeod counties are considered "exurbs" of the metro area. Salaries in these counties will more closely align with salaries in the metro area as businesses compete for workers. This may result in a wider variance in the median incomes of exited participants across Region 3. Differences of this nature will need to be considered carefully when negotiating performance.
- WIOA law requires that Minnesota use the statewide statistical adjustment model when negotiating performance measures for each local WFD area, and that the measures are calculated based on the actual economic conditions and characteristics of participants. TEGL 26-15 provides guidelines for the negotiation process for the WIOA title I programs (Adult, Dislocated Worker, and Youth) and the Wagner-Peyser Employment Service program, as amended by title III of WIOA.

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

- The R3LPB developed a document to guide its vision, mission, statement of values, statement of purpose, guiding principles, and the following Region 3 planning goals for plan years one and two: (See Attachment BB)
  1. Develop Regional Memorandum of Understanding (MOU)
    - This MOU was signed by all voting R3LPB members in February and March of 2016. The document supports the following principals:

1. Each LWDA will maintain their local identities while coming together as Planning Region 3
  2. Coordination across LWDA boundaries is encouraged to meet employer and jobseeker need.
  3. The R3LPB is responsible for understanding regional workforce development needs, establishing priorities for resources and strategies to address those needs, setting goals and metrics to report on results, and communicating strategies developed.
    - This MOU will remain in effect until otherwise determined by federal law, in conjunction with regional planning provisions.
2. Complete Regional Plan
- Workforce Development Region 3's first Regional Plan document, for the period of July 1, 2016 to June 30, 2018, was approved by DEED on May 9, 2017.
  - The R3LPB will adjust the regional plan to ensure continued alignment with workforce needs and will submit an updated regional plan as required by WIOA law.
3. The R3LPB will take the lead in monitoring regional goals and success. Joint Powers Board and Workforce Development Board Chairs and Vice Chairs will report out to their respective bodies and minutes will be shared to communicate progress.
- CS (then SBETC) and CMJTS held a joint Workforce Board meeting on June 10, 2016, to introduce the mission, vision, values, purpose, 8-regional goals, and the guiding principles for assessment of the newly created Region 3 Leadership and Planning Board (R3LPB), oversight entity. The R3LPB's regional expectations included:
    1. Develop a Regional Plan
    2. Establish and implement sector initiatives for in-demand industry sectors for the region
    3. Collect/analyze regional labor market data
    4. Coordinate services with regional economic development services and providers
    5. Establish administrative cost arrangements, including the pooling of funds for the region (R3LPB developed a Fiscal Agent Agreement)
    6. Coordinate transportation and other supportive services
    7. Establish an agreement concerning how the planning region will collectively reach agreements with the governor on local levels of performance for, and report on, the performance accountability measure; also includes the employer engagement performance measures

Addressed in the Joint Board agenda was a focus on the history of the region, LMI regional data, R3LPB's membership structure, determined sectors (healthcare and manufacturing), Regional MOU Document, and Fiscal Agent Agreement approvals.



This important meeting solidified the foundation of the new 13-county Region 3 and its LWDB's partnership and future joint ventures.

4. Engage key stakeholders (at R3LPB meetings and scheduled events)
  - The Region 3 Leadership & Planning Board (R3LPB) coordinated 3 healthcare summits, which included attendees from across the 13-county region. Stakeholders attending included representatives from economic development, employers, healthcare entities, workforce development, education (K-12, ABE, and post-secondary), and local elected officials (county commissioners, mayors, legislators, and congressmen). The R3LPB has now transitioned the work moving forward to an employer-led sector partnership, The Healthcare Task Force. The R3LPB and CMJTS will continue to support the work of this partnership.
5. Address disparities in job training, adult education, and employment while focusing on immigrant inequalities
  - Targeted outreach for formula programming
  - Pursuit of grant funding to better serve populations facing disparities
6. Conduct an evaluation process to ensure successful implementation and completion of the regional plan, the One-Stop delivery system, and employer engagement performance measures
  - Recently, a One-Stop Operator (OSO) agreement was developed, signed and implemented for Region 3. The OSO will coordinate activities and lead this process by ensuring federal and state compliance while continuously improving Region 3's One-Stop service delivery. Goals for year one include:
    1. Developing an action plan with the collaboration of WFC MOU partners, for embracing the "Vision for the One-Stop Delivery System" under WIOA and ensuring that the "Characteristics of a High-Quality One-Stop Center" are carried out.
    2. Coordinating a process to determine that services, including workshops, meet customer needs and the needs of the Region 3 labor market.
    3. Improving the look and feel of WFCs, ensuring a human-centered design model.
    4. Establishing a state-of-the-art WFC system that addresses customer flow and encourages a seamless referral process between WFC partner programs.
    5. Ensuring a positive customer experiences with measurable outcomes.
    6. Establishing, posting, and facilitating regional WFC MOU partner meetings and report agenda and minutes to the R3LPB in a timely manner.

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

- i. Collaboration
- ii. Value stakeholders
- iii. Effective communication
- iv. Promote diversity
- v. Ethical decision-making
- vi. Partnerships
- vii. Support services

- WIOA Section 106 (c) (1) (B) addresses the possible need for policies for regional administration, cooperative service agreements, and general assurances needed to ensure and promote effective use of resources and coordination of efforts. (Numbers 5-7 address these areas in detail.)

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

- A Region 3 Memorandum of Understanding (MOU) was created between LWDA 5 and LWDA 17. Both parties entered into this agreement with the understanding that the LWDA boards would “maintain their local identities” and collaborate as the Region 3 Leadership & Planning Board (R3LPB), serving the 13-county region of Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns, and Wright Counties. (See Attachment CC)

This MOU created an R3LPB designed to provide oversight of the regional planning process and its strategies, review labor market and economic data, select two sectors for the region based on this data, explore opportunities to share resources, seek additional funding to better serve Region 3 employers and jobseekers. Per the MOU, the R3LPB also organizes and creates an employer-driven, regional vision to create solutions to their employer needs, and collaborates with WFC partners to establish a quality customer service delivery system responsive to both jobseekers and employers. The MOU also lays out a methodology, duration, and modification determinations, dispute resolution, and other necessary provisions. The MOU was signed by all elected voting members of the R3LPB to solidify the partnership.

- The R3LPB, under a signed and supported Fiscal Agent Agreement, encourages the CS and CMJTS WDBs to, in the best interests of both jobseekers and employers, collaborate on competitive grant applications to serve Region 3. To date, LWDA 5 and 17 have partnered on the following competitive grants:
  - i. RC3 Grant: Central Minnesota Rural Career Counselor Grant, a \$190,000 grant that assists the R3LPB in the sector initiative outlined in the grant. The two local workforce development areas 5 and 17 split the grant in half, each taking \$95,000 with CMJTS serving as the fiscal

- agent. An *Agreement for the Provisions of SFY 16-17 RC3 Grant between CS (then SBETC) and CMJTS* was developed to ensure a successful process for this new partnership.
- ii. CS and CMJTS drafted a Fiscal Agent Agreement for the SFY16-17 **Rural Career Counseling Coordinator (RC3) Grant**, a state-funded program that will provide services, assess and compile information, make recommendations, and share best practices found in the 13-county Central Minnesota Workforce Development Region 3. This agreement promises that CS and CMJTS will jointly implement the RC3 grant in accordance with the terms determined by DEED. CMJTS is the fiscal agent for the grant and disburses funds to CS.
  - iii. H-1B TechHire Partnership Grant: While not received, this grant would have included five LWDAs in Minnesota and Wisconsin. A request of \$2,317,422.00 was submitted in March 2016. CMJTS was the lead entity for this grant submission. The grant timeline included 48 months to serve a minimum of 330 participants ages 18 to 29. TechHire would have armed individuals with the skills they needed through innovative approaches that rapidly train workers and connects them to well-paying, middle- and high-skilled, and high-growth jobs across a variety of H-1B industries, such as Information Technology (IT), healthcare, advanced manufacturing, financial services, and broadband, helping participants begin careers in H-1B occupations and industries, which are in-demand and/or high-growth in the area.
  - iv. A \$622,000 retail sector strategy and retail career pathway grant was received by CMJTS. This grant expanded services to those who wanted to enter retail. CMJTS has shared these best practices with CS and provide services to their interested customers. Potential exists for additional funding to continue/extend this opportunity. Because retail is the Region 3's third largest employment sector, and because it provides entry level jobs that help workers develop skills for advancing their careers, the sector was added to the R3LPB's sector strategy.
  - v. Competitive grants are reviewed by both CMJTS and CS to determine the appropriateness of each opportunity and will jointly pursue those grants when it is in both agencies' best interest.
- Each WorkForce Center (WFC) location in Region 3 holds **staff meetings** regularly to identify and implement regional services, including career counseling, training, and/or follow-up services for jobseekers. These meetings allow for discussions leading to goal alignment amongst programs. These meetings include WFC partners serving jobseekers and employers in the local WFC (e.g. CS/CMJTS, Job Service, Vocational Rehabilitation, Adult Basic Education, Public Assistance, Senior Community Service Employment Program (SCSEP), and State Services for the Blind). Meetings are held at least once annually.
  - To date, the R3LPB has completed the following strategies:



- i. Regional MOU: Developed and signed the R3LPB Memorandum of Understanding (MOU) between the CS and CMJTS WDB and governing boards
- ii. Regional Board membership: 10 voting members, 2 non-voting members (ATTACHMENT A)
- iii. Determined sectors: The healthcare and manufacturing sectors were selected based on local labor market information and the key industry sectors found in Region 3
- iv. Stakeholder engagement: Invitations were sent to key stakeholders in Region 3 to attend the R3LPB meeting and provide reports on labor market information and regional economic data for the selection of "shared industry sectors." In addition, the regional board reviewed the Minnesota Association of Development Organizations' (MADO) SWOT analysis data, MnSCU's/Minnesota State's Regional Report, and reports from other professional data strategists' to support the selection of the healthcare and manufacturing sectors. The following experts submitted data to the R3LPB to support the regional planning selection:
  1. Luke Greiner, DEED regional analyst, completed the Central Minnesota Economic Development Regions 6E, 7E, and 7W 2015 Regional Profile; 13-County Central Minnesota Economic Overview: Healthcare and Manufacturing Target Industries (this data identified these two sectors for Region 3)
  2. Dave Borgert, Community and Government Relations director; CentraCare Health
  3. Les Engel, Metallurgical engineer, Engel Metallurgical Ltd; President of Central Minnesota Manufacturing Association (CMMA)
  4. Dr. King Banaian, dean, School of Public Affairs at St. Cloud University; presentation on Region 3 economics
  5. Bob Voss, MADO – Minnesota Association of Development Organizations – to review Comprehensive Development Strategy for Greater Minnesota and review trend analysis and SMART Goals and SWOT analysis strategies for Central MN.
- v. **NEXT STEPS**
  1. Employer Engagement Performance Measures: Once the US DOL and US DOE finalize the regulations of Employer Engagement, the R3LPB will schedule a Joint WDB meeting and will invite key stakeholders (WFC partners) to review the regulations and develop a strategy to meet and exceed performance goals.

2. **Key Stakeholders Invited:** During and after the data and economic statistics gathering, key stakeholders were invited to the table for the following events: (following is in draft form)
- a. January, February, March, April, June, R3LPB meetings 2016
  - b. March 2016: CS/SBETC *Hiring Immigrant Workforce 101* event
  - c. April 2016: *Immigrant Job Seeker Forum*
  - d. June 2016: *Immigrant Employer Discussion II*
  - e. August 2016: *Immigrant Job Seeker Preparation*
  - f. October 2016: *Immigrant Job and Career Fair*
  - g. April 2016: CMJTS *The Next Face of Your New Employee: Workplace Diversity*
  - h. June 2016: Joint R3LPB, CMJTS, and CS/SBETC board meeting
  - i. July 2016: Central Minnesota Manufacturing Association (CMMA) Event to meet with employers about manufacturing needs
  - j. October 2016: Health Care Sector Urgency: finding solutions
  - k. January, March, June, September, December R3LPB meetings over the next two years
  - l. April 2017: Business Demands Soft Skills Training from the WFD System: Responding to this regional need
  - m. October 2017: Healthcare Summit
  - n. June 2018: Healthcare World Café roundtable event
  - o. October 2018: Manufacturing Sector Summit— Collaborating with CMMA for “Tour of Manufacturing”

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

- CMJTS and CS took important steps to create policy documents to guide regional goals and strategies, regional decision making, and regional cooperation. They are outlined in Attachments AA, BB, and CC and throughout this report.
- Regional administration will be conducted by the R3LPB.
- Cooperative Service Agreements are outlined in these attachments, as well as mentioned in the aforementioned sections.
- R3LPB continues to develop the general assurances needed to ensure and promote the effective use of resources and coordination of effort. This will be an ongoing process as the regional board grows and develops. Furthermore, there are several areas where CS and CMJTS have worked together to build capacity in Region 3. For example, CMJTS is a large corporation with many departments, including the Workforce Development Division (WDD) which

includes a grant development team whose members are extremely gifted in writing applications and receiving competitive grants for LWDA 5. Over the past several years, CMJTS has been awarded over \$4 million in competitive grants, used to offset dwindling federal dollars. The WDD also heads the business services and volunteer division. CMJTS and CS share staff expertise to increase regional capacity, serve more customers, and increase opportunities for work-based learning.

- The R3LPB promotes the effective use of resources and the coordination efforts.



## REGIONAL STRATEGIC PLANNING

The strategic planning component of the Regional Plan addresses three elements: strategic analytics, strategic approach and strategic operations. The overarching theme is to engage regional stakeholders in the process of establishing the strategic plan and to ensure that decisions are data driven and that the data can be used to measure gains and identify needs for improvement.

**Strategic Analytics:** The assessment of the regional workforce development area focuses on key conditions. These conditions are detailed in the following response needs.

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

The region entered the recession at the same time as the state in early 2008, suffering severe declines in 2009 and 2010. Since then, Central Minnesota has recovered in line with the state, which gained jobs at an 8.1 percent clip from 2011 to 2016, compared to an 8.3 percent increase in the region. Central Minnesota reached a peak of 260,488 jobs in 2007, then hit a low of 245,310 jobs in 2010, before topping 270,455 jobs in 2016.

According to DEED's Quarterly Census of Employment & Wages (QCEW) program, Central Minnesota was home to 16,608 business establishments providing 270,455 covered jobs through 2016, with a total payroll of just over \$11 billion. That was about 9.6 percent of total employment in the state of Minnesota. Average annual wages were \$40,980 in the region, which was more than \$13,000 lower than the state's average annual wage.

With 170,160 jobs at 9,891 business establishments, EDR 7W accounts for about 62.9 percent of total employment in the Central Minnesota planning region. EDR 7W also accounted for 78 percent of the region's job growth during the recovery from 2011 to 2016, adding 16,314 net new jobs, a 10.6 percent increase. In contrast, EDR 7E had the smallest number of firms and jobs, with 47,689 jobs at 3,375 establishments, but saw an increase 2,528 jobs in the past five years. EDR 6E had 3,342 business establishments providing 52,606 jobs, after gaining 1,524 net new jobs from 2011 to 2016, an 8.3 percent increase. In the last year it was the only region in central Minnesota to lose jobs (see Table 1).

Table 1. Central Industry Employment Statistics, 2016				Average Annual Wage	2011-2016		2015-2016	
Geography	Number of Firms	Number of Jobs	Total Payroll		Change in Jobs	Percent Change	Change In Jobs	Percent Change
Central Minnesota	16,608	270,455	\$11,083,312,005	\$40,980	+20,827	+8.3%	+2,265	+0.8%
Region 6E	3,342	52,606	\$2,077,229,113	\$39,487	1,524	3.0%	-657	-1.2%
Region 7E	3,375	47,689	\$1,771,634,587	\$37,150	2,989	6.7%	394	+0.8%
Region 7W	9,891	170,160	\$7,234,448,305	\$42,516	16,314	10.6%	2,528	+1.5%
Minnesota	161,520	2,814,272	\$152,795,190,643	\$54,293	+10,746	+8.1%	+39,864	+1.4%

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

With 49,143 jobs at 1,449 firms, **health care and social assistance is the largest employing industry in Central Minnesota**, accounting for 18.2 percent of total jobs in the region. That is about 1 percent higher than the state's concentration of employment in health care. In addition, Central Minnesota is still adding health care and social assistance jobs, gaining 3,787 net new jobs over the past five years. At \$43,507 in 2016, average annual wages were about \$2,500 higher in health care than the total of all industries.



The **next largest industry in Central Minnesota was manufacturing**, with 41,373 jobs at 1,156 firms. Adding over 4,500 jobs from 2011 to 2016, **manufacturing has gained more jobs** in the past five years than any other industry in the region.

**Retail trade is the third largest industry**, with 35,699 jobs at 2,205 establishments, and the related accommodation and food services industry also provides 24,019 jobs in the region, combining to provide over 22 percent of total jobs in the region. However, both industries have relatively low wages.

Other important industries in Central Minnesota include educational services, construction, public administration, wholesale trade, administrative support and waste management services, transportation and warehousing, other services, finance and insurance, professional and technical services, and agriculture. Sixteen of the 20 main industries in the region added jobs since 2011. Just 4 of the 20 industries lost jobs in the past year, and the huge loss in arts, entertainment, and recreation was due to a classification switch into accommodation and food services. The largest job growth in the last year was in professional and technical services and health care, with the fastest job growth experienced in construction (see Table G2).

Central Minnesota stands out in the state for its higher concentrations of employment in manufacturing and agriculture, but has a broader list of industry sectors that are more prevalent in the region than the state. Central Minnesota has 9.6 percent of total state employment, but has over 25 percent of the state's jobs in transportation equipment manufacturing, furniture and related product manufacturing – which includes kitchen cabinets. The region also has strengths in paper manufacturing and animal production and aquaculture, and nonmetallic mineral product manufacturing (see Table G2).

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

According to data from DEED's [Local Area Unemployment Statistics](#) program, Central Minnesota has experienced rapid growth in the size of the available labor force over the last 15 years, but has slowed in recent years due to changing economic conditions. The region's labor force continued growing even during the recessions in 2001 and 2007, with the region seeing the first drop in labor force between 2010 and 2011, before starting to rise again in 2013 as the region's economy improved (see Figure 4).

In line with the region's overall population increase, Central Minnesota gained about 46,060 workers over the last 15 years, from 336,307 available workers in 2001 to 382,367 workers in 2016. The Central planning region's labor force growth is more than double the state, as Minnesota also gained workers steadily over the past decade and a half. As the economy has recovered, the labor market in the region has been getting tighter, with only about

14,957 unemployed workers that were actively seeking work in 2016.

Though the 2015 population projections started out too high, if Central Minnesota's population changes at the projected rates shown in Figure 4 above, the region would be expected to see a decrease in the labor force over the next decade from applying current labor force participation rates to

future population projections by age group. This departure from a growing labor force to a shrinking one is unprecedented in the region. (See Table 2)

Aside from an overall decrease, the labor force will see a significant shift over time, with gains in the number of workers aged 65 years and over against large declines in the number of workers aged 45 to 64 years. However, the region is still expected to see gains in the number of entry-level workers and 20 to 44 year olds (see Table 3). In step with workforce declines, the shift in aging will also lead to an even tighter labor market in the future with employers needing to respond to the changing labor force availability. With 70.4 percent of the population aged 16 years and over in the labor force, Central Minnesota had slightly higher labor force participation rates than the state's 69.9 percent. The region had slightly higher participation rates than the state in several age groups, with the overall rate trending higher because a higher percentage of Central Minnesota's labor force was younger (see Table 4).

In contrast, the region had lower participation rates than the state for every race group except Asian or Other Pacific Islanders and Two or More Races; and also had large unemployment rate disparities for minority groups similar to the state. Central Minnesota had roughly 17,600 veterans and 19,900 workers with disabilities in the workforce. Unemployment rates were highest for young people, minorities, workers with disabilities, and with lower educational attainment. (See Table 4, Attachment G2)

**Table 2. Labor Force Projections, 2020-2030**

Central Minnesota	2020	2030	2020-2030 Change	
	Labor Force Projection	Labor Force Projection	Numeric	Percent
16 to 19 years	24,377	20,772	-3,605	-14.8%
20 to 24 years	47,880	49,370	1,490	3.1%
25 to 44 years	145,833	153,417	7,584	5.2%
45 to 54 years	77,001	71,742	-5,260	-6.8%
55 to 64 years	70,087	59,372	-10,715	-15.3%
65 to 74 years	18,092	23,798	5,706	31.5%
75 years & over	3,082	4,684	1,603	52.0%
<b>Total Labor Force</b>	<b>386,352</b>	<b>383,155</b>	<b>-3,197</b>	<b>-0.8%</b>

*Source: calculated from Minnesota State Demographic Center population projections and 2011-2015 American Community Survey 5-Year Estimates*



Central Minnesota has consistently reported higher unemployment rates than Minnesota, regardless of the state of the economy. According to [Local Area Unemployment Statistics](#), the region's unemployment rate hovered at least a half percent above the state rate from 2005 to 2008, before rising as high as 9.0 percent in 2009, then dropping back to prerecession levels in 2015 (see Figure 5). The highest

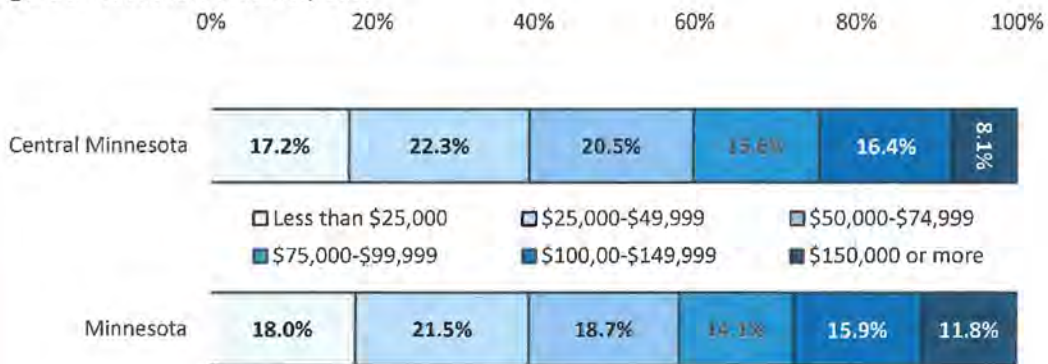
Figure 1. Unemployment Rates, 2000-2017



rates of unemployment in the region were consistently found in Kanabec, Mille Lacs, and Pine County. (See Figure 1)

Household incomes in Central Minnesota were similar to the rest of the state. Median household incomes ranged from \$45,379 in Pine County, to some of the highest in the state with Sherburne and Wright County both over \$73,000. About 40 percent of the households in the region had incomes below \$50,000 in 2014, nearly the same as the state. About 36 percent of households earned between \$50,000 and \$100,000 in the region. 25 percent of households in Central Minnesota earned over \$100,000 per year, compared to 28 percent of households statewide (see Figure 2).

Figure 9. Household Incomes, 2016



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

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

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

Economic resiliency is defined as an area's ability to prevent, withstand, and quickly recover from major disruptions to its economic base. Economic resiliency is to ensuring



and preserving economic prosperity in Central Minnesota. An economy driven by innovation demands that the R3LPB create an approach that nurtures talent and supports local business development while creating communities that can support both. The R3LPB has outlined their intention for growing its 13-county region and its communities in this report.

In addition to the MADO report and DEED analyst reports, CMJTS and CS collaborated 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. This comprehensive plan makes it possible for this area's government agencies to apply for federal emergency disaster and economic development funding for 7W. CMJTS is the designated administrative entity for this important initiative, wrote the CEDS grant and submitted it for federal approval. This action completes the central region initiative to add these last four counties to MADO 10's network of Minnesota RDO's. CEDS approval, which occurred in April 2018, marks the beginning of a strong partnership between economic development and workforce development across Central Minnesota.

**Central Minnesota Quad Counties CEDS Steering Committee for Region 7W:** The Central Minnesota Quad County CEDS Board's purpose is to decentralize the CEDS program and to expand and develop a new plan, with financial projections, completion, and distribution of a CEDS, and other things matters related to the regional project. This work is a continuation of the original objective of the CEDS – for Region 7W to create a necessary document that allows the region to apply for federal grants for emergency disaster and economic development funding.

Economic development professionals from the four counties and cities in Region 7W are the primary conveners and advocates for this initiative and CMJTS is responsible for project oversight. Additional partners include: Community/Economic Development coordinators, county administrators, county commissioners from 7W, WFC partner representatives, private industry, school officials, and required partners under CEDS. To date, a request for economic district designation of the proposed CMJTS District has been submitted to the Federal EDA for consideration.

**Wright County Economic Development Partnership (WCEDP):** The WCEDP's mission is to create a healthy and diverse environment for existing, expanding, and new businesses, which, in turn, will create employment opportunities and enhances the overall economic vitality of the region. The WCEDP provides technical and financial assistance to businesses and communities within Wright County for the benefit of the region. The work of the WCEDP benefits the businesses, communities, and citizens of Wright County and the WCEDP is the primary point of contact for new/start-up, existing, expanding, and relocating businesses.

Local businesses are the primary conveners and advocates for this initiative and the WCEDP chair, Connie Holmes, oversees the project. Wright County cities, municipalities, and infrastructure providers fund the initiative 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 from 7W, the Small Business Development Center, WFC representatives, private industry, educators, and city officials.



**GPS 45:93** is a nonprofit organization and economic development consortium dedicated to growing and attracting businesses with high-paying jobs to East Central Minnesota. The organization works to attract high-wage, technology-based jobs, collaborate on business retention and expansion, recruit new businesses, encourage entrepreneurial activity and job growth, as well as providing educational opportunities for its members. The partnership believes "When one wins—all win." The group meets monthly and is hosted at member locations throughout the region.

This organization has a board of directors composed of representatives from a member of the governing body for each participating city and county, post-secondary and K-12 education, and DEED. Other members include city and county staff, Mille Lacs Corporate Ventures, chambers of commerce, economic development entities, LWDB members, financial institutions, private industry, utilities, community-based organizations, and appointed at-large, honorary, and non-voting members. These include a number of elected officials from the Minnesota State Senate and House of Representatives, U.S. Congressmen and Congresswomen, and the Initiative Foundation.

The **Comprehensive Economic Development Strategy (CEDS) Committee for EDR 7E** facilitates intergovernmental cooperation and insures the orderly and harmonious coordination of federal, state, 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 CEDS, with a basic purpose of serving as "an economic roadmap to diversify and strengthen regional economies."

This CEDS committee is comprised of a broad cross-section of public and private interests, as per EDA rules, and provides input and direction into the preparation of the CEDS. The committee also assists with CEDS monitoring and implementation. The ECRDC is the primary convener and advocate for this initiative and is responsible for program oversight. The CMJTS LWDB is an advocate for the CEDS, as it impacts workforce development and the labor market. As a partner, the CMJTS LWDB provides staff support and project guidance.

The **East Central Regional Development Commission (ECRDC)** is tasked with the development and maintenance of the CEDS plan, which serves as "an economic roadmap to diversify and strengthen regional economies." The CEDS Committee is made up of a broad cross-section of public and private interests, and provides input, direction, implementation, and monitoring of the CEDS. 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 five year CEDS plan was submitted in December 2016 and is updated annually. 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, MN.

The **Mid-Minnesota Development Commission (MMDC)** is the regional development commission (RDC) for EDR 6E. It administers state and federal programs, coordinates multi-jurisdictional activities, and provides technical assistance to government, businesses, and local organizations to maintain or enhance the quality of life in Kandiyohi, McLeod, Meeker, and Renville Counties. The CMJTS business services coordinator (BSC) represents workforce development on the board of directors,

advocating for and providing input for workforce development issues. Each of the four counties are represented by a county commissioner, a city representative, and a township representative. In addition, cities with populations 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 Commissions. The MMDC currently has 27 commission board member seats. The full commission meets five times a year; the board of directors also meets on non-commission months. The CMJTS BDC is a member of the CEDS Committee and the Transit Committee.

**Willmar Lakes Area Vision 2040. Strategy #2 Workgroup: Economic Diversity.**

This group conducts strategic planning and implements projects deemed economically beneficial for the future of the Willmar Lakes Area (Willmar and Kandiyohi County). The overall plan outlines four goals and 21 strategies which align with strategic plans that are underway, while others are new and address the region's future as a center of excellence. Strategic Goal Two is to strengthen the region's occupational diversity through a strategic mix of workforce training, economic measurement, enhanced career options, and support for entrepreneurs. In year one, this sub-committee developed a promotional video of manufacturing companies in Kandiyohi County and conducted a tour of businesses in collaboration with the Willmar High School. In year two, the workgroup was instrumental in bringing the 1 million Cups program to Willmar which weekly highlights a local entrepreneur who presents their business information and start-up experiences to the attendees. Willmar has a high percentage of Latino- and Somali-owned businesses in its downtown area. As such, the committee is exploring ways to support minority-owned businesses, helping them thrive and grow. CMJTS holds a seat in this subcommittee, representing workforce development. Key members include city (Willmar and Spicer) and county elected officials and staff, Kandiyohi County and City of Willmar Economic Development Commission, the Willmar Lakes Area Chamber of Commerce, Ridgewater College, Mid-Minnesota Development Commission, and the MinnWest Technology Campus, and Blue Cross Blue Shield Community Health and Health Equity.

The **Greater St. Cloud Development Corporation (GSDC)** is a private collaboration of approximately 250 regional business and community leaders within Benton, Sherburne, and Stearns counties in central Minnesota. The charge of the GSDC is to spearhead the economic development efforts of the greater St. Cloud region by identifying and unifying opportunities to engage community leaders, foster business growth, expand and nurture the area's talent base, and support the communities that make up the greater St. Cloud region.

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

- **R3LPB's Mission:** *To improve the economic prosperity of business and jobseekers in Region 3 by collaborating with key stakeholders to provide successful solutions to workforce, education, and economic development needs.*
- **R3LPB's Vision:** The Region 3 Leadership and Planning Board is committed to the establishment of regional strategies that are progressive, collaborative, and responsive to the needs of its communities with the 13-county region.

- R3LPB's Statement of Values:
  - i. Values trust, fairness, and integrity in all interactions
  - ii. Promotes opportunities for jobseekers to find gainful employment and for employers to find skilled labor
  - iii. Embraces diverse and immigrant populations and promotes hiring within the communities
  - iv. Establishes itself as the regional convener of workforce, education, and economic development
  - v. Encourages stakeholder participation in finding solutions to workforce needs through analysis of regional market data and the cooperative development of regional service strategies.
  
- The R3LPB's mission, vision, and values support the State's vision for a skilled workforce: *To have a healthy economy where all Minnesotans have—or are on a path to—meaningful employment and a family-sustaining wage, and where all employers are able to fill jobs in demand.*
  - i. To reduce racial disparities in education and employment to provide greater opportunity for all Minnesotans; and
  - ii. To build employer-led, industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.
  
- The R3LPB will continue to work to align core programs to achieve the mission, vision, and values of the workforce development region by inviting key stakeholders to the regional board.
  
- In order to achieve success, all core and non-core partners of the Minnesota WFC System, identified in WIOA, will be responsible to the regional board and will provide their total budgets, staff/organizational charts for each WFC, complete array of programs services, and a synopsis of how they will collaborate with each other to support the R3LPB's vision, mission, values and goals over the two-year Regional and Local Plan period. WFC partners will be required to follow the regional and local plan and ensure its successful delivery to both businesses and jobseekers.
  
- Regardless of differing partner funding streams, services, or performance measures, the R3LPB will expect a unified strategy and successful program delivery to local businesses and jobseekers in Region 3. The local workforce development boards/councils/committees must maintain oversight of all core and non-core partners in the Region 3 workforce development system in order to meet the mission, vision, values, and goals of the regional board.

***Strategic Approach:*** *The core areas of the strategic design focus on priorities of the Governor and the system of service delivery.*

### **Area 1 – Sector Partnerships**

12. Describe how the region will use the labor market information and conduct outreach to business and industry to select the targeted sectors for developing career pathways for occupations in demand that provide family sustaining wages. If sectors and occupations



have been already selected, describe them within this response. Complete **Attachment G – Local Workforce Development Area Key Industries in Regional Economy**.

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

According to DEED's Cost of Living tool, the basic needs budget for an average Minnesota family (which consists of 2 adults and 1 child, with 1 full-time and 1 part-time worker) is \$57,624 in 2018. The cost of living for a similar family in Central Minnesota is \$54,780– which was the second highest in the state, behind only the Twin Cities metro area. Because of all the commuting, the region has higher transportation costs than the state, and also had very similar housing costs (see Table 3).

Region	Family Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
			Child Care	Food	Health Care	Housing	Transportation	Other	Taxes
Central	\$54,780	\$17.56	\$340	\$744	\$448	\$918	\$972	\$486	\$657
Minnesota	\$57,624	\$18.47	\$504	\$763	\$459	\$980	\$869	\$510	\$717

*Source: DEED Cost of Living tool*

Both targeted industries; healthcare and social assistance, and manufacturing provide median hourly wages above, or close to the \$17.56 per hour needed to sustain a normal family in Central Minnesota. The median hourly wage in manufacturing is \$19.46 per hour and \$16.96 per hour in healthcare and social assistance.



Within the targeted industries are numerous different occupations that vary greatly in terms of income potential. In manufacturing, for instance, production occupations are by far the most numerous job type with a median wage of \$17.90. In the healthcare and social assistance industry, the most common occupation is personal care aide, followed very closely by registered nurse. These two occupations have very different median wages with the personal care and service occupational group having a median hourly wage of only \$11.85 while the healthcare practitioners and technical occupations providing a median hourly wage of more than \$31 per hour. (See Table 6)

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

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

**Table 6. Occupational Employment Statistics, 2017**

Occupational Group	Central Minnesota				State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Location Quotient	Median Hourly Wage	Estimated Statewide Employment	Share of Total Employment
<b>Total, All Occupations</b>	<b>\$17.45</b>	<b>280,910</b>	<b>100.0%</b>	<b>1.0</b>	<b>\$19.62</b>	<b>2,810,400</b>	<b>100.0%</b>
Office & Administrative Support	\$17.14	40,840	14.5%	1.0	\$18.26	404,120	14.4%
Production	\$17.90	34,190	12.2%	1.6	\$17.46	220,570	7.8%
Healthcare Practitioners & Technical	\$31.68	16,770	6.0%	1.0	\$32.85	174,230	6.2%
Sales & Related	\$12.08	30,590	10.9%	1.1	\$13.48	275,740	9.8%
Transportation & Material Moving	\$16.76	21,940	7.8%	1.2	\$17.06	178,270	6.3%
Education, Training & Library	\$21.97	23,230	8.3%	1.4	\$23.33	164,560	5.8%
Food Preparation & Serving Related	\$9.93	12,980	4.6%	0.5	\$10.05	236,820	8.4%
Healthcare Support	\$14.17	10,300	3.7%	1.2	\$15.11	84,730	3.0%
Management	\$39.48	12,900	4.6%	0.8	\$49.20	168,370	6.0%
Personal Care & Service	\$11.85	13,280	4.7%	1.0	\$11.77	129,490	4.6%
Business & Financial Operations	\$28.10	9,720	3.5%	0.6	\$31.83	164,180	5.8%
Installation, Maintenance & Repair	\$21.26	11,230	4.0%	1.2	\$22.41	95,700	3.4%
Computer & Mathematical	\$32.10	4,040	1.4%	0.4	\$39.75	97,680	3.5%
Building, Grounds Cleaning & Maint.	\$13.18	8,170	2.9%	1.0	\$13.68	83,180	3.0%
Construction & Extraction	\$24.41	12,570	4.5%	1.3	\$26.55	98,730	3.5%
Community & Social Service	\$20.46	4,780	1.7%	0.9	\$21.32	53,060	1.9%
Protective Service	\$21.88	4,200	1.5%	1.0	\$19.80	42,740	1.5%
Architecture & Engineering	\$31.70	4,100	1.5%	0.8	\$35.96	54,400	1.9%
Arts, Design, Entertainment & Media	\$17.98	2,330	0.8%	0.6	\$22.39	37,290	1.3%
Life, Physical & Social Science	\$27.96	1,500	0.5%	0.6	\$30.59	24,230	0.9%
Legal	\$30.41	840	0.3%	0.5	\$40.36	18,640	0.7%
Farming, Fishing & Forestry	\$15.39	430	0.2%	1.2	\$15.31	3,680	0.1%

Source: DEED Occupational Employment Statistics, Qtr.

- There are 16,608 employer establishments in Region 3. (DEED, QCEW)
- In central Minnesota, healthcare provides 18% (49,143 jobs) and manufacturing maintains 15% (41,373) of total employment. Both sectors offer wages above the median starting wage in central MN, mentioned in this report. (DEED, QCEW)
- The healthcare (and social assistance) sector is the largest industry in Region 3. (DEED, QCEW) CentraCare Health in St. Cloud employs over 10,000 workers, of which approximately 8,700 work in hospital settings, according to King Banaian,

Dean, School of Public Affairs at St. Cloud State University. Altogether, Central MN has 47,896 jobs in healthcare and social assistance.

- According to the 4<sup>th</sup> qtr. 2017 job vacancy survey, there are currently 3,080 open positions in healthcare and social assistance in Region 3, with a number of specific positions, which continue to go unfilled making this a pressing need.
- The Healthcare Alliance, a consortium of healthcare providers, education professionals, and supporting organizations, meets quarterly in Economic Development Region 7E to address needs for this sector. As key stakeholders, this group will be brought to the table for to provide their valuable input.
- The second largest industry in Central Minnesota was manufacturing, with 41,373 jobs at 1,156 firms. Adding over 4,500 jobs from 2011 to 2016, manufacturing has gained more jobs in the past five years than any other industry in the region. Central Minnesota has large concentrations of food manufacturing and fabricated metal product manufacturing, as well as significant amounts of machinery manufacturing and transportation equipment manufacturing. (DEED, regional profile)
- Small businesses are often without a human resources department or even one person dedicated to human resources functions. These businesses have identified high-growth and in-demand occupations and have relied on CMJTS' and CS's expertise to provide skilled workers in the ever-changing manufacturing environment.
- Based on labor market information, **healthcare and manufacturing** are the two targeted sectors chosen by the R3LPB for Region 3. Aligning goals and working collaboratively, Planning Region 3 enhances and supports workforce development initiatives in these sectors. **Central Minnesota Manufacturing Association's (CMMA)** membership extends to any manufacturer who wants to attend. DEED, CMJTS, and CS representatives regularly participate and provide input during CMMA meetings and activities. One goal of the association is to increase student interest in the manufacturing sector. CMMA will lead Region 3 manufacturing summits in 2018 and 2019. Dates will be determined by CMMA and the R3LPB in the spring or summer of 2018.
- The **Central Minnesota Tour of Manufacturing** is offered each October. This event gives individuals a chance to tour local manufacturing facilities and learn about manufacturing careers. It is business driven with assistance from partner agencies (e.g. LWDA, economic development, and employer organizations) who assist with organization, promotion, and transportation arrangements. The Kandiyohi County and City of Willmar EDC is in discussions with local manufacturing companies to support this initiative more fully in Kandiyohi County in 2018.

In 2016, Willmar, the **Vision 2040-Economic Diversity Subcommittee/Manufacturing Day Task Force** consists of the Kandiyohi County and City of Willmar Economic Development Commission (lead), representatives from CMJTS, City of Willmar Utilities and Willmar City Council, Ridgewater College, the Kandiyohi County Creating Entrepreneurial Opportunities (CEO) Program, Willmar Public Schools, and local businesses. Its goal is to train students for the future workforce and focus communities on addressing local and regional workforce



needs. The taskforce conducted a pilot program connecting Willmar High School students with local manufacturers. In August, 2016, teachers from the Willmar High School pre-toured manufacturing companies in Kandiyohi County. The purpose of these teachers-only tours was to encourage teachers to prepare their students for their own tours, which were held in October, 2016. The pilot program received favorable evaluations and Willmar High School intends to continue the business tours in 2017. The committee offered to share lessons learned and the organizational structure of the tours with any/all Kandiyohi County school districts. In Hutchinson, the **Hutchinson Chamber of Commerce** and NuCrane Manufacturing, LLC, hosted an open house for chamber members at NuCrane in October, 2016. The Hutchinson Chamber and the Litchfield Chamber of Commerce regularly sponsor business tours and open houses. The Hutchinson Chamber collaborates with **Made In McLeod**, a local manufacturing group whose purpose is to promote McLeod County manufacturing businesses. CMJTS participates in Made in McLeod.

- Career pathways for both manufacturing and healthcare are available. (See Attachment, career pathway flow charts)
- CMJTS employs business service coordinators (BSCs) who conduct outreach to businesses and provide them with workforce development resources. CS and CMJTS also collaborate with DEED's regional workforce strategy consultant to make meaningful connections with businesses. Together, CS, CMJTS, and DEED work to coordinate services to business. They report to the LWDBs and/or R3LPB on business contacts, needs, etc.
- Region 3 consulted with Maher & Maher, a specialized change management and workforce development consulting firm with significant experience in sector-based workforce initiatives in 2017. Maher & Maher provided technical assistance to the Minnesota Governor's Workforce Development Board and DEED, grounded in the state's two original overarching state plan goals:
  - to reduce educational and employment disparities based on race or disability to provide greater opportunity for all Minnesotans; and
  - to build employer-led industry sector partnerships focused on better understanding of the skills that employers need and to connect skilled workers to these opportunities.

Region 3 leadership staff met with Maher & Maher on March 31, 2017. During this meeting an initial review of current sector strategies was achieved. This consultation resulted in a list of specific sector strategy goals:

- Participated in weekly (or as needed) technical assistance conference calls between CS and CMJTS leadership team members, and Maher & Maher, Mondays between the weeks of April 10<sup>th</sup>, 2017 and June 30, 2017
- Develop metrics and measures for successful sector strategy results
- Provided a model for cross-funding sector partnership initiatives
- Advanced sector strategy training has been suggested for the LWDB 5, LWDB 17, and the R3LPB. This will be considered further if funds become available.
- Reviewed Region 3's career pathways model

- Provided program models for a cutting edge Registered Apprenticeship program
- **Healthcare and manufacturing are the two targeted sectors** chosen by the R3LPB for Region 3. Through continued goal alignment and collaboration, the R3LPB will ensure improved outcomes for jobseekers and employers. The R3LPB, CS, and CMJTS have worked together to coordinate three **Healthcare Sector Summits (October 2016, April 2017, and October 2017)**. A panel discussions with and presentations from representatives from large, medium, and small healthcare providers took place, with each presenting their strengths, needs, and future outlook from their perspectives. Other healthcare providers and local elected officials in Region 3 also attended these summits. Table discussions resulted in regional actionable items. Upon completion of these events a sector-led committee, Healthcare Taskforce, was established and meets regularly to further address the workforce-related challenges faced by the regional healthcare industry. A Healthcare World Café event has been scheduled for June 2018.
- The **Healthcare Alliance** is a partnership between K-12, higher education, healthcare providers, and the Workforce Center System. It strives to ensure there are qualified healthcare professionals to meet the future needs of East Central Minnesota and Western Wisconsin. The Healthcare Alliance is convened by Pine Technical and Community College, and includes Anoka Ramsey Community College, Bethel University, Adult Basic Education, K-12 schools, HealthForce MN, public health, DEED, CMJTS, and other local healthcare providers including health systems, hospitals, clinics, long-term care, and home care. This group has responded to multiple grant opportunities and has completed work and initiatives for federal grant projects. The Central Minnesota WDB supports this work through the input of CMJTS and DEED staff, regional statistical analysis, and partnership with grant-funded projects, as appropriate.
- CMJTS organizes and facilitates local human resource (HR) employer groups in Monticello and in Cambridge; CS does so in St. Cloud. Additionally, CMJTS participates in the DEED-hosted Willmar HR group. By April of 2017, Region 3 expanded these networking groups to EDR 7E by April 2017, at which time a similar HR group began convening regular meetings in Cambridge. The focus of these groups will be for HR staff to readily share their needs, concerns, and successes with the group. As examples, a presentation on integrating the millennials into the workplace was held in Monticello and a safety and drug and alcohol testing policies training was presented in Willmar, both at the request of these groups. An event for employers interested in hiring offenders is planned for May 2018. A "Minnesota Employers' Fair Chance Hiring Toolkit", assembled by Twin Cities RISE, will be highlighted for attendees.

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

- The R3LPB has hosted and will continue to host sector partnership events, bringing key stakeholders to the table in order to address healthcare and manufacturing sector needs, issues and concerns.



- Key stakeholders will be identified as follows:
  - Existing Region 3 sector partnerships in healthcare and manufacturing will be identified. For example, CentraCare Health is the largest provider of healthcare services in Central Minnesota and Central Minnesota Manufacturing Association is made up of major manufacturers in the region. These “existing” sector partnerships have already been invited to the R3LPB and have presented their urgent needs to the board. In addition, the board will conduct a regional analysis or mapping of all other healthcare and manufacturing sector partners in the region and invite them to take part.
  - R3LPB will convene WFC WIOA Core partners as well as regional economic development and education partners to support these selected sectors.
  - Key stakeholders may include, but not limited to the following:
    - Adult Basic Education
    - Community Action agencies
    - Carl D. Perkins Career and Technical Education; MnSCU
    - Vocational Rehabilitation Services
    - Job Service; Business Services
    - WIOA Title 1: Employment and Training Services
    - Jobs for Veterans
    - Community-based organizations
    - Initiative Foundations
    - City, state, and county officials, including social services organizations
    - Labor and apprenticeship training organizations
    - Economic development professionals
    - Other stakeholders as needed
    - High school superintendents, teachers; area ALCs
    - Wright County Technical School
    - Community leaders of immigrant populations and diverse populations
    - Senior services organizations
    - MFIP, TANF, and SNAP programs
- In EDR 7W a group of stakeholders from the healthcare sector established an initiative led by CentraCare, in St. Cloud. Meetings are held quarterly. This is an evolving project that partners with higher education to identify the number of workers in the healthcare career pathway.
- Central Minnesota Manufacturers Association (CMMA) is a successful membership-based organization which exists to enhance Region 3’s interrelated industries and to gain and hold a competitive advantage in today’s global marketplace. CMMA hosts monthly membership meetings, special events, and social gatherings. CMMA has 156 members with over 50% from manufacturing firms. January 2017 marked its 9th anniversary. CMMA consists of a healthy mix of new and sustaining members including a strong cross-section of manufacturers, servicers, suppliers, and supporters. It has contributed more than \$80,000 in

grants, sponsorships, and scholarships since its inception. This support and investment in communities includes college scholarships, high school robotics, STEM education, events and expos, student field trips, youth apprenticeships, partnership with Wright Technical College, Tour of Manufacturing and more. CMMMA has also started a foundation for future funding opportunities. The R3LPB will continue to provide staff support, demographic statistics, labor market information, and organizational development assistance.

- The **Retail Advisory Board** is a group of retail business owners and representatives who meet to discuss opportunities to change the perception of retail careers, to educate the public on the vast career opportunities available in the retail sector, and to support increased training opportunities along retail career pathways. Additional goals include increasing job entry and promotion in retail-related occupations and increasing the number of individuals receiving career success skills training, retail specific training, and National Retail Federation Certifications. Four retail sector career fairs have been held as March 2018. Retail is currently the third largest employing sector in Region 3.
- A roster of sector partnership members will be developed consisting of individuals who will represent the business partners, specific organizations representing targeted populations, and those providing pathway-specific services. Specific organizations representing targeted populations include Adult Basic Education, Minnesota State Colleges, Functional Industries, RISE, Vocational Rehabilitation Services, and others, as appropriate. This partnership will be business-driven and create solutions that integrate education, workforce, and economic development resources across systems that provide businesses, individuals, and communities the opportunity to grow the state's economy.
- Region 3 works directly with employers, private and public training providers, and organized labor to provide work-based training opportunities that meet the needs of business. The regional goal will be to continue work-based training initiatives through activities like on-the-job training (OJT), registered apprenticeship, work experience and transitional jobs, Workforce Protégé, and incumbent worker training program (IWTP). Work-based training methods are a proven and effective strategy that meets employers' workforce needs. By the conclusion of 2017 the RC3 created and implemented an employer database to collect data from interested parties to better match their needs with work-based training methods. The information collected will be used to connect educators and service providers to young people, career changers, and other job seekers in Region 3 who want to meet with employers to learn more about occupations in their specific area of career interest. This database will be updated continuously.
- The CS Executive Director attends quarterly meetings of the St. Cloud Area Executive Director/CEO networking group. Participation in this group allows community CEOs to engage in pertinent conversations specific to their management role. Topics relevant to workforce development include discussing current industry challenges, problem solving, and obtaining access to industry experts who have implemented best practices.
- Regional business team meetings are held with business staff, including DEED business services representatives, Vocational Rehabilitation placement specialists, Adult Basic Education, higher education, regional development commissions, and

workforce development and other area business services staff. Attendees share information on employer needs, training programs, upcoming events, and resources or services that address business needs. Opportunities for collaboration are often discussed.

- St. Cloud Business Services Team Meetings are held bi-monthly. Members include representatives from Vocational Rehabilitation Services, CS, Veteran Services, St. Cloud State University, St. Cloud Technical and Community College, GSDC, DEED, and K12/ABE. Regular written reports are provided to LWDBs 5 and 17 to be reviewed during the LWDB meetings. Reports include business engagement within Region 3, sector services provided, and their results and outcomes.

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

- Both healthcare and manufacturing have identified career pathways. The goal is to be a convener and strengthen existing relationships with local colleges to best meet the needs of employers. Region 3 will continue to solicit employer/customer input.
- **Construct Tomorrow** is a hands-on construction trades learning event for high school students. The Construct Tomorrow team brings representatives from multiple trades to a site designated by a host organization. Apprentice and journey-level workers provide hands-on experiences for the students as they wire circuits, trowel cement, set tile, and more. Students complete an exit survey to gauge their level of interest in the featured trades. The Construct Tomorrow team endeavors to connect these students with more information and experiences to help create a pathway into apprenticeship. The Construct Tomorrow team is a collective of apprenticeship instructors, contractors, government representatives from labor and workforce development, and youth educators. The team collaborates with a local host and regional partners to provide the venue, coordinate logistics, recruit schools/students, reserve timeslots, and assist with day-of-event facilitation. Six events are held annually across the state. Regional events are attended by CS and CMJTS RC3 staff, workforce development and youth staff, and union representatives. In 2018, events were held in Hinckley with almost 500 students attending, and in St. Cloud with approximately 400 students attending. 2019 event planning is underway for each site.
- CS, in collaboration with St Cloud Technical High School, offers the Minnesota Youthbuild program. Youthbuilders receive hands-on training in construction and earn an OSHA 10 Certification. Once that certification is completed, the CS Career Planner works with the youth to complete Book 1 of the Career Connections curriculum, *One Trade, Many Careers for Pre-apprenticeship Programs*. Upon completion of the curriculum, youth are eligible to receive a Level 1 Certification presented to them by the Carpenters Union, Local 930 and the Career Connections Outreach Coordinator. This certification allows them to enter a trade apprenticeship program at an advanced level. The Youthbuild collaboration with the Carpenters Union started in the fall of 2016. Five Youthbuilders have achieved Level 1 certification.



- Career pathway programming contains four required components – career navigation, bridge programming, enhanced academic instruction, and employment and retention – delivered through collaboration of partners and in a manner appropriate for the needs and circumstances of the participant. Both CMJTS and CS have experience delivering services through means of a combination of rigorous and high-quality education, training and other services that prepares an individual to be successful in a full range of secondary or postsecondary education options. Career pathways programs connect participants to multiple training opportunities that take into consideration participant educational functioning levels, potential for family-sustaining wage growth, and the skill needs of sector industry employers. Career pathway training options vary by location in Region 3 and focus on occupations within the chosen sectors of healthcare and manufacturing.
- **The Higher Education/Career Advisor Project (HECAP)** is a program that assists high school students in selecting a career of interest and a post-secondary path to prepare for that career. Services include career advising, providing labor market information (LMI), and preparation for career pathways. In December 2017, CMJTS received additional funding to provide these services, through June 2019, to students attending in non-traditional settings (e.g. alternative learning centers, group homes, juvenile detention facilities, charter schools, extended special education programs, etc.).
- Entrepreneurship education seeks to prepare people, especially youth, to be responsible, enterprising individuals who become entrepreneurs or entrepreneurial thinkers able to contribute to economic development and sustainable communities. The **CEO (creating entrepreneurial opportunities) in the Classroom** program is much more than a textbook course. Selected students are immersed in real life learning experiences with the opportunity to take risks, manage results, and learn from outcomes. Local businesses invest in this program, which is currently offered at two Region 3 sites - Kandiyohi County (involving students from the school districts of Willmar, New London-Spicer, and Atwater-Cosmos-Grove City) and Wright Technical Center in Wright County. This program will expand to St. Cloud area schools for the 2019-2020 school year. CEO students develop business plans, including business financing plans, and start their own businesses. These businesses are showcased to the public at the end of each school year.
- Career Trek is a five-day (20-hour) program designed to help participants identify strengths, skills, and interests, explore careers, and begin setting goals for employment. It is offered on a monthly basis and incorporates multiple tools, including: Myers-Briggs Temperament Indicator, Career Scope Career Assessment System, skills identification exercises, and a work values assessment. Exit evaluations are incorporated to assess whether participants have a better understanding of their career profile, the career paths available to them, how to pursue them, and the value they have to offer employers. Career Solutions has increased participation in the program through connections with community resources and referral networks. In addition, in the summer of 2018, a modified version of Career Trek is being offered for youth ages 14-17. This inter-active, four-day (16-hour) program is designed to help teens explore careers, discover their strengths and skills, and begin setting goals for their employment future. There will also be an opportunity to explore training programs offered at colleges and tour a large local employer.

- **Minnesota's Disability Employment Initiative (MN DEI)** is an innovative approach focused on helping people with disabilities transition to employment. MN DEI helps individuals with disabilities make successful transitions to college and careers by using the career pathways system, including **Pathways to Prosperity (P2P)** programs in Minnesota. The P2P approach provides educationally-underprepared adults the opportunity to succeed in career-specific training while also building basic academic skills. A career pathways approach includes the following components:
  - career exploration and planning in high-demand occupations;
  - integrated basic skills education, such as reading, writing, math, and language, with career-specific training;
  - a focus on credential attainment and future employment; and
  - wrap-around support services needed to reach education and career goals.

The **DEI leadership team** connects regularly. It includes local disability resource coordinators, LWDA managers, and state leads from DEED Administration and Vocational Rehabilitation Services. Additional partners are invited, as appropriate. Short-term goals have included the completion of the DEI Career Pathway toolkit. This was completed by January 2018. DEI partners include Adult Basic Education (ABE) – St. Croix Education District, Central MN East, Metro North, Metro East, Glacial Lakes ABE; college partners – Pine Technical and Community College, Ridgewater College, Anoka Ramsey Community College, Anoka Technical College; and employers – Guardian Angels, Parkview Care Center, and Coborn's, Inc. The DEI project will continue to expand employer partnerships.

Minnesota's youth-focused Disability Employment Initiative (MN DEI) is an innovative partnership among key youth-serving stakeholders dedicated to increasing the number of youth with disabilities, ages 14-24 served through Minnesota's youth workforce system. This project builds upon the two previous DEI grants Minnesota has received.

The youth-focused Disability Employment Initiative focuses on six primary areas:

**Collaboration:** MN DEI will promote effective collaborations between community-based organizations, workforce disability organizations which will lead to improved opportunities and outcomes for youth with disabilities.

**Increasing Staff Capacity:** MN DEI will increase the capacity of Minnesota's workforce system to serve youth with disabilities, especially those from culturally diverse communities as well as individuals experiencing risk factors such as poverty, homelessness, teen parents, and involvement in juvenile justice.

**Disability Resource Coordinators:** MN DEI's disability resource coordinators (DRCs) will identify and facilitate resources so youth with multiple barriers to employment can be better served by the state's workforce system.

**Integrated Resource Teams:** The Integrated Resource Team (IRTs) are an innovative approach to serving youth with disabilities. The IRT meetings are youth driven and are used to coordinate services for the individual in order to help youth reach their goals.

**Individualized Planning:** MN DEI will help youth with disabilities make successful transitions to college and careers by using the *Guideposts for Success* framework to guide service delivery.

**Expanding use of Benefits Counseling:** MN DEI will expand and promote benefits counseling so youth with disabilities and their families understand the impact of employment on social security benefits.

There are three implementation sites that cover 21% of Minnesota's population and serves 44 counties throughout the state.

MN DEI implementation sites include Rural CEP, CMJTS, and SW PIC

- Both CMJTS and CS employ **work-based learning opportunities** to prepare participants for competitive employment. The following services will continue to increase employer engagement and increase participant options:
  - **Customized training:** Designed to meet the special skill requirements of an employer or a group of employers, customized training allows employers, with the assistance of a training provider, to design a work-based skills curriculum that meets specific needs. Upon successful completion of the "customized" training, the employer commits to hiring the trained individual(s) and commits to paying up to 50 percent of the training costs incurred. Training costs may include staff or instructor time, training materials, or tuition.
  - **Internship/Work Experience:** This learning opportunity gives participants the chance to develop work skills while earning a wage. Involved businesses provide productive work and supervision for an agreed duration. These internships/work experience opportunities can be provided to youth or adult participants. The employment and training provider (CS or CMJTS) serves as the employer of record, pays the participant's wage, FICA, and Worker's Compensation insurance cost, while also offering guidance and coaching to the participant, as necessary CMJTS also offers an enhanced work experience opportunity, Workforce Protégé, during which CMJTS remains the employer of record, but with financial contributions from the employer to cover a portion of youth wages (typically 50 percent). Protégé participants also receive at least 15 minutes of face-to-face mentoring from the worksite supervisor, or other high-level company employee, each week.
  - **On-the-Job Training (OJT):** OJT agreements allow the employment and training provider to reimburse employers for the cost of training a new employee—up to 75% of the new employee's wage for the length of the contract. The employer provides the training directly while the employee works to master their new job. This opportunity gives new hires the chance to learn skills unique to a specific business and industry.
  - **Registered Apprenticeship:** Using an employer-driven model, registered apprenticeship combines workplace learning with related classroom instruction that increases the participant's/apprentice's skill and wage level. It is a proven solution for businesses who wish to recruit, train, and retain highly-skilled workers.



- **Incumbent Worker Training:** Driven by business needs, incumbent worker training is designed to provide direct financial assistance to train current employees so as to avert a layoff and/or improve economic competitiveness. Involved businesses are reimbursed for a portion of the costs associated with training and upgrading the skills of its incumbent workers.
- **Short-term training:** This opportunity is meant to address the quick/more minor needs of the employee. Short-term training is used to quickly increase a skills in a specific area. For example, many employers encourage employees to have a basic knowledge of Microsoft Office. If an employee does not have this basic knowledge, they may be sent to a short-term training to increase their skills in this area. Short-term training makes it possible for the employee to meet the basic criteria of many available jobs, for which workers are in-demand, and allows an onramp to a viable career pathway.
- The CMJTS Workforce Development Board and CMJTS have developed a Business Resource Directory to help businesses find the information and resources they need to thrive in Central Minnesota. This directory includes economic development (federal, state, and local), finance, education, workforce development, and government resources in Central Minnesota. The Business Resource Directory was designed as a reference tool for new businesses looking for start-up assistance, established businesses looking for new resources, economic development professionals, financing entities, city and county administrators, educators, or other parties interested in helping businesses succeed. The directory is a "who's who" in business resources. While no publication can list every resource for business, the directory is as inclusive as possible. This directory is located at [www.cmjts.org](http://www.cmjts.org) and it will be updated on an ongoing basis. The Workforce Development Committee is currently in the process of evaluating the use of this resource.
  - Region 3 will continue collaborative efforts between ABE and workforce development to provide integrated services to meet education and training needs in our communities. Examples of continued collaborative efforts include: ABE's Basic Computer Classes at the WorkForce Center; CS's youth career planning services at Hillside ABE; the alignment of assessments; ABE's grant to facilitate TABE and CASAS training; and coordinated efforts for the Careers in Manufacturing and Production Project (CMAP).
  - **Minnesota Career Information System (MCIS)** is an internet-based system that combines a wealth of career, educational, and labor market information into one comprehensive, easy-to-use exploration tool. Using MCIS, students and clients can: learn about more than 520 occupations, develop a personal portfolio and personal learning plan, postsecondary programs, find scholarships and financial aid, improve job search skills, and create a résumé. ABE can provide training and guidance on how to complete work coordination referral forms. Currently, ABE has regional MCIS subscriptions and the information is accessible to lower-level English Language Learners. WFC partner staff can complete work coordination

referral forms for customers so they may access the MCIS system through ABE.

- In 2017, Catholic Charities funding constraints limited their ability to further support of two Immigrant and Refugee Resource Programs including the La Cruz Community Center and Bel Claire Estates. As a Central MN Community Empowerment Organization partner, CS worked to obtain a grant from the Otto Bremer Foundation and began re-building these programs. These programs work for the benefit of the Somali population and assist with individualized services. Currently, two of our bilingual staff dedicate their time to these organizations, on a weekly basis, to ensure quality support services and workforce development-related programming. This includes providing translation services, job search assistance, including helping individuals prepare a résumé, complete job applications, and learn interview and job retention skills and strategies.
- CMJTS in collaboration with the Sherburne County Broadband Coalition and PCs for People program, was given the opportunity from the Blandin Foundation to distribute 50 free refurbished computers to Sherburne County individuals working with CMJTS and participating in their planned goals to achieve self-sufficiency. CMJTS distributed computers to low-income individuals who may not otherwise have one, decreasing the number of individuals without a computer in the home. CMJTS continues to work with Sherburne County on other broadband initiatives. Similarly, CS purchased updated computers for staff and distributed 10 refurbished computers to the Islamic Center in St. Cloud. The Islamic Center provides community engagement programs as well as educational programs for school-age children. CS currently plans to donate more machines as they update their office computers. Both CMJTS and CS will look for additional opportunities for similar donations.
- Title I, II, III, and IV staff will work to develop a policy for creating a **seamless referral process** between Region 3 WFC partner programs. Ultimately, the goal will be to reduce repetition for customers, so they are required to provide their information and explain their situation less often. An integrated referral system will encourage co-enrollment and the coordination of services. Co-enrollment of customers in more than one program will increase the probability that resources are available to support the customer as they progress down their individual career path. This work will be coordinated by the One-Stop Operator. Established referral processes will also be included in the partner MOU.
- Several Region 3 WIOA partner staff completed the **Human Centered Design** training through Acumen in the fall of 2015. This process generated great ideas via a customer focus group. The Monticello WorkForce Center has since been updated to incorporate a more welcoming environment with “soft seating” and an area conducive to networking. It is a goal to replicate this environment, to the extent possible, in all Region 3 One Stop and affiliate offices. The human centered design process will be used to ensure the customer has a voice and that programming meets their actual, and not just their assumed, needs and expectations.

## Area 2 – Stakeholder Engagement

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

Current customers of the One-Stop Centers present a different set of circumstances and needs when compared to pre-recession and recession clients. Virtually all available employees that are ready and able to work are employed. However, there continue to be unfilled positions and we are experiencing a concerning labor shortage. Many enrollees present significant barriers to employment and training and require more intensive services. Some of these barriers include diagnosed and undiagnosed disabilities including mental health issues, extreme debt, immigration and refugee-related challenges, language barriers, the false impression of personal ability, an inability to cope with change or be flexible, mismatched technical/employment skills, underdeveloped soft/career success skills, lack of education and/or experience, criminal background, racial disparity, etc. Participant barriers are identified through self-disclosure, formal assessment, discussions with career services staff and previous work experience. The size and scope of this problem is difficult to measure as a whole. However, census information, labor market data, information provided by community agencies, education providers, employers and community leaders, including leaders from populations commonly facing disparity, will be used to identify patterns of need.

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

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

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

- **Asset mapping** continues in Region 3 and will be an ongoing task. This mapping will provide leaders with an inventory of key resources that can be incorporated into a development effort. CMJTS' HR Director has compiled demographic information of program participants from the past two years and has compared that information with the demographics of the greater populations of the 11 LWDA 5 counties. This demographic information includes ethnicity, youth, and disability status. It will be compiled, compared, and shared with the CMJTS executive team, CMJTS WDB, CS JPB, and CS WDB on an annual basis.

Additionally, the CMJTS HR director is working both to identify community groups within LWDA 5 and to identify staff who can provide outreach to these groups. This asset mapping initiative will provide a deeper understanding of the key networks and cultural attitudes that shape the regional economy, indicate "gap" areas that require further investment, and provide a baseline by which to judge future progress toward regional prosperity. Central Minnesota regional profile data will be shared with stakeholders in the region (and at R3LPB



events) and used in all decision making for the establishment of regional strategies that are both progressive and responsive to the needs of its communities.

- The RC3's asset **map of schools** is roughly 70% complete at this time. It is expected that this map will be completed by January 2019. Mapping includes world's greatest workforce legislation-related plans for each school district within the region as well as demographic data.
- Populations experiencing inequities in Region 3 have been identified and include those in the following social identity categories: veterans and eligible spouses, individuals with criminal history, women, LGBTQ, persons of color, immigrants, older workers, individuals with disabilities, youth, and adults with high needs, including low-income individuals and individuals who are basic-skills deficient. In 2017, Region 3 administered a community needs assessment to clients, partners, businesses, education facilities, local government, and community-based agencies to better understand who is impacted and to identify gaps in services for specific populations not fully benefiting from the economic recovery. Effective review of profile data will identify needs and feasibility of sector-based strategies developed.

Professional development on diversity-related topics has been emphasized for Region 3 leadership teams, board members, and staff to provide a framework for understanding implicit bias so that fairness and equity within programs, services, and hiring practices can be effectively promoted. A few examples of this training have included:

- Understanding White Privilege, January 2017, College of St. Scholastica. CMJTS executive team members attended Understanding White Privilege, a workshop discussing white privilege in a way that sidesteps the blame and defensiveness that too often accompanies such discussions. Attendees left with a deeper understanding of what white privilege is, how it is conferred, and what individuals can do to promote fairness and equity. This training will be promoted to employers for potential incumbent worker training in the region as well as training for Region 3 partner staff, employment specialists, and counselors working directly with stakeholders experiencing disparities in hiring and education. In October 2017, this training was provided to all CMJTS staff.
- The Region 3 Leadership and Planning Board, CMJTS and CS Workforce Development Boards, Joint Powers Boards, and staff participated in a two-part series on February 10, 2017, and February 16, 2017. The completion of this training resulted in skills gained for planning and development of strategies to encourage stakeholder engagement appropriately. Region 3 will take concepts learned during these events and begin action planning for implementation of initiatives into the process of effectively engaging diverse communities. The experience with **Marnita's Table** provided a practical, interactive, and engaging equity toolkit through its model of Intentional Social Interaction ("IZI").

Mindstorm small-group discussions occurred during the Thursday, February 16<sup>th</sup>, Marnita's Table event. These discussions revealed several key themes. According to Marnita's assessment, the one highest-traction inquiry of the Mindstorm activity centered largely upon the need to decrease barriers to employment at every level and

the importance of developing the strong, positive community relationships and narratives (attitudes towards difference) required to authentically support a more diverse workforce environment. Nearly every group emphasized the importance of accessible, strategic communications throughout the recruitment, hiring, and retention processes. Several table participants shared the desire for a whole-community approach to providing welcoming, accessible, workforce development, including environment and processes, while considering the very real impacts of socioeconomic, religious, and cultural differences and the need to deal with such mundane prerequisites of employment as housing, transportation, language skills, access to the internet and in consideration of different ability statuses, educational backgrounds, spiritual practices, etc. Understanding that having workforce that are diversity and inclusivity is critical, Region 3 will continue to dedicate time and resources to board and staff training, across partners, to strengthen outcomes for jobseekers and employers. When possible, Region 3 will survey target populations to determine whether their needs are being addressed by current or potential programming. Adjustments to service-delivery will be made, as appropriate.

- **PANDA-Minnesota ABE Disability Specialist's** mission is to provide Minnesota Adult Basic Education programs with disability support, knowledge, and resources to increase academic opportunities for students. PANDA staff provide information, resources, and teaching strategies for ABE programs statewide. This includes adaptive equipment, printed materials, videos, reference materials, and resources for loan that enable ABE providers to better understand and serve adults with disabilities. The purpose of this program is to assist English Language Learners (ELL) to:
  - determine the root of learning difficulties,
  - improve student academic progress in the classroom,
  - provide instructional strategies, resources and assistive technology, and
  - empower students to understand their learning strengths and challenges.

PANDA staff present professional development at local, regional, and state events. As part of Region 3's goal to develop staff in areas of diversity, ABE will extend invitations to WFC staff to attend scheduled trainings.

- **CLIMB Theatre Presents: Feeling History, African American Reach for Equality**, This interactive performance (February 28, 2017), explored America's history of racism and how it continues to shape the experience of Black Americans. Region 3 will continue to take concepts learned during this event and begin action planning for implementation of initiatives into the process of effectively engaging diverse communities.
- For successful integration into today's workforce, those with criminal records are in need of the skills, knowledge, and experience of professionals to assist them. ABE will provide One-Stop staff with training opportunities that place emphasis on preparing offenders for workforce success. Various topics related to the skills, strategies, and resources will be presented, including: assessment, job search strategy, identifying and managing barriers, applications, job retention, résumé development, interviewing, and successful job retention.

The Region 3 Marnita's Table group discussions conveyed the importance of diverse and inclusive hiring at management and leadership levels as well as the involvement of

diverse committees in the decision-making processes that determine hiring and other policies within an organization or department.

- Region 3 staff will collaborate with the College of St. Scholastica's Office of Diversity and Inclusion to provide resources and training opportunities for employers to access through use of incumbent worker training funds. The training offered, a 4-hour session on **Bias Reduced Hiring**, begins with material on privilege so that participants develop an understanding of unearned advantage and the various lens from which we see and act. An introduction of the Discretionary Points mapping of the hiring process is then provided and the session concludes with action planning for implementing this into the hiring process. The goal is to increase stakeholder (jobseeker and business) engagement and inclusiveness through the building of cross-racial competence at all levels. As a result, this will increase business competitiveness by addressing hiring gaps. Region 3 intends to engage employers and develop incumbent worker training goals currently and through June 2018.
- Many jobseekers and students residing in Region 3's LWDA 5 who attend training at Anoka Ramsey Community College (ARCC)/ Anoka Technical College (ATC). ARCC/ATC is committed to diversity and inclusion, at all levels, through educational programming and cultural activities that foster domestic and global awareness within the college community. CMJTS staff attended diversity training provided by Venoreen Browne-Boatswain, Director of Diversity & Multi-Culturist. The completion of this training resulted in skills gained for planning and development of strategies to encourage stakeholder engagement of diverse populations. Venoreen Browne-Boatswain recommended trainers for Region 3 staff on the topics of "Implicit Bias". Browne-Boatswain has offered to help develop and host a regional diversity event for WFC staff educating about America and Muslim Culture. It is anticipated that this event will occur by June 2019.

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

- R3LPB will engage both WDBs, WFC partners under WIOA, local community action agencies, Initiative Foundations, community CBOs, and representatives of the targeted population. Employers, economic developers, and education entities will also be involved as stakeholders to address the socio-economic issues. Many of these stakeholders are identified in number 13 of this report.
- CMJTS and CS administered a **community needs assessment** to clients, partners, businesses, education facilities, local government, community agencies, and other community members to gain input. The survey was available in paper and electronically, via survey monkey. Surveys were sent out during February 2017. Data was compiled and reviewed in March 2017. Results were shared with the local WDBs and the R3LPB. They were posted on the CMJTS and CS websites. Identified needs and suggested solutions will continue to be reviewed for feasibility. Needs outside of the board's wheelhouse have been shared with organizations better equipped to provide services.



- **Community Action Agencies** provide local, state, federal, and private resources to help individuals and families who have low incomes. These agencies are a great referral source for Region 3 as they target populations experiencing inequities in education and employment, and connect individuals to workforce development services. A roster of our regional community action agency partner representatives will be developed and may include: TriCAP, St Cloud; Wright County Community Action, Maple Lake; United Community Action Partnership, Willmar; Lakes & Pines Community Action Council, Mora.
- The Region 3 board will utilize a roster of **agencies who connect individuals with disabilities with employment**. This roster will include representatives from: CMJTS, Vocational Rehabilitation Services, Options, Inc., Functional Industries, RISE, county social services, and others.
- CMJTS Business Service Coordinators will develop a working relationship with **MN Extension Services-Southwest Region**. MN Extension Services strives to meet the educational needs of individuals with mental health issues or developmental disabilities and continues efforts in responding to immigration issues and becoming more welcoming of immigrants. CMJTS BSCs have met with MN Extension Services to engage stakeholders effectively.
- The Regional Manager for the **African Development Center (ADC)**, based in Willmar, works with clients in the Marshall and St. Cloud areas. CMJTS staff have established a relationship with the ADC to promote engagement with the refugee community as well as this community's involvement in One-Stop programs. A goal is to involve the ADC in continued regional planning.

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

- A minimum of two employer forums will be held each year.
- Ideally, focus groups of participants will be held to gather data. These focus groups will include sector strategy stakeholders.
- Input from stakeholders may change how programs are being offered. Changes may include modifications to improve the accessibility of and recruitment for programming. Evaluations of overall program effectiveness will also be considered.
- A recent survey completed through using Rural Career Counselor Coordinator (RC3) grant funds reported that several secondary schools would like assistance with career planning and identifying post-secondary options for their students. Support to schools could include CMJTS/CS staff-assistance with business tour arrangements and/or staff providing career planning workshops in the classroom. CMJTS/CS staff would promote the sector strategies and career pathways.
- In October 2016, the R3LPB, CS, and CMJTS coordinated a Healthcare Sector Summit in Monticello. Presentations by representatives from CentraCare Health, Fairview Health Services, and Renville County Hospital & Clinics helped encourage table discussions surrounding regional challenges and opportunities in the healthcare industry. The event

included a regional review of local labor market information as well as a gap analysis. Table discussions were included to find and discuss potential solutions to the hiring gaps in this sector. Two additional healthcare sector summits were held to further the discussion and address the specific concerns of long term and ambulatory care facilities. CentraCare Health and the College of St. Scholastica are co-sponsors and agency leads for these Region 3 Healthcare Summit initiatives. Since the summits, a taskforce has been formed to continue the discussion and explore/share strategies and a Healthcare World Café event has been scheduled for June 2018.

### Area 3 – Employment & Training Program Design

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

- Changing labor market trends and the desire to help jobseekers obtain meaningful and family-sustaining employment drives the R3LPB and Central Minnesota WDBs.
- In Region 3, providing career pathway services to customers is standard practice. The concepts of connecting individuals to education, providing supportive services to students, providing career navigation, and assisting with placement and retention after credential attainment, etc., are components of all employment and training programs. One-Stop customers are directed to appropriate online resources so they may investigate career pathways, and receive career guidance from resource area staff or, when enrolled, from employment specialists/employment counselors.
- Alignment among core programs to implement career pathways exists, as a series of connected education and training opportunities are well-established. In addition, core programs provide support services that equip jobseekers to progress along career pathways and successfully obtain employment in sectors with a high demand for workers. Career pathways training methods support the broad goals of employment and training programs. The career pathways model provides individuals a direct path to long-term career success with opportunities to build upon their skills, “stacking” credentials as they progress, resulting in the satisfaction of local business’ need for workers.
- **Job Fairs and Business Expos** provide a venue for jobseekers to connect with employers, educational institutions, and other stakeholders. Targeted sector job fairs are smaller events held for a specific industry. A best practice is the incorporation of a panel discussion that provides LMI information for the region, highlights successful employees who have progressed down a career pathway, and includes having employers share details about careers. Job fairs are planned and held regionally through collaboration with other organizations or businesses. The coordination and sharing of resources, such as transportation to the job fair, is a best practice, especially when reaching out to populations facing disparities. Key players, including business service staff, from multiple agencies work together to promote these events to both businesses and jobseekers. Examples of these events include the regional Transportation Career Expo and Hiring Event held in December 2016 at the Monticello WFC. For this event, transportation was provided from the St. Cloud WFC to the Monticello WFC for attendees. In January 2017, the St. Cloud WFC hosted a job fair featuring companies involved in the construction

trades. This event was featured in the Spark Initiative, published by St. Cloud Times. In June 2017, the St. Cloud Times produced a booklet of all the trades featured over a 10-month period, via the Spark Initiative, and distributed it to juniors and seniors in local area high schools. This will be repeated in 2018 and additional job fairs are planned. A sector approach to job fairs will be taken and this will be driven by employer engagement and regional labor market data.

In addition, retail sector job fairs have been hosted by CMJTS, held in Monticello, Cambridge, Willmar, and Hutchinson. The West Central Regional Business Expo and Job Fair is held semiannually, in March and September. CMJTS, DEED, Kandiyohi County Economic Development Commission, and Ridgewater College partner with a local radio station, KDJS, to host these job fairs. In Hutchinson, another Job and Career Fair is held twice each year, in April and October. CMJTS, DEED, and Ridgewater College will continue to partner with local radio station, KDUZ, to host these events.

- A team of professionals from Ridgewater College, Glacial Lakes ABE, and CMJTS hosted two seminars, called "Career Reset" in May 2017, for current and prospective adult learners, to increase their awareness of services, programs, and career opportunities for successful transition into career and technical education programs leading to a career pathway. Attendees completed career interest assessments and had the opportunity to meet with college instructors to learn more about the education programs available. Tours of healthcare, manufacturing, business/retail, IT, auto mechanics, and agriculture classrooms and tours were available. For example, on the Willmar campus, a healthcare simulation lab was open for potential healthcare sector students to tour. A panel of service providers outlined career pathways and noted resources and services available to adults wanting to further their education. Each attendee had the opportunity to leave with a printout of their interest assessment. Career pathways graphics for each featured sector were also available for each participant. This project was funded by a Carl D. Perkins Career Technical Education grant from the U.S. Dept. of Education and the MN Department of Education.
- CS is supporting the Perkins career pathways grants by partnering with St. Cloud Technical and Community College and DEED to deliver sector-specific career fairs and open houses to increase interest in career pathways training related to the trades industries.
- Region 3 business services staff work across agencies as a cohesive team. They identify regional business assets, opportunities, and challenges and collaborate with new and existing sector partners on initiatives that enhance business and workforce development. DEED's Regional Workforce Strategy Consultant engages in and supports the implementation of the Region 3 plan through:
  - Research and data-led regional service strategies development, including cooperative service delivery agreements as directed by the One Stop Center partner Memorandum Of Understanding
  - Development and implementation of sector initiatives, including providing services to businesses through the nourishment of existing and development of new relationships
  - Support of the regional performance measures negotiation and reporting, specifically for the WIOA Measure of Effectiveness in Serving Employers



- Identification of partner expertise, programs, and resources that connect jobseekers to employers
- Promotion of sector partnerships and career pathways to businesses and jobseekers

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

The key stakeholders will be invited to participate in the process of expanding and enhancing career pathways. For example, a retail sector grant CMJTS necessitated the development of a retail career pathway advisory board. Retail grant project staff approached local retail employers to participate in the advisory group. This advisory board works to address negative perceptions of retail careers, recruitment issues, and career pathway progression in the retail sector.

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

- Outcomes will be shown via an increase of enrollment into career pathway programs, a higher percentage of those completing career pathway programs, and a higher wage for those participants entering the workforce in healthcare or manufacturing pathway.
- There will be an increase in enrollment of people from targeted populations into career pathway programs as well as a more varied outreach and recruitment approach to engaging these populations.
- Region 3 will work to ensure elements are developed to evaluate outcomes of both regional and local plans.

## ASSURANCES AND CERTIFICATIONS

### ASSURANCES

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

- **Accessibility** - [Section 508 of the Rehabilitation Act of 1973, as amended](#) - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **ACORN** – [Funds may not be provided](#) to the Association of Community Organizations for Reform Now, or any of its affiliates, subsidiaries, allied organizations or successors;
- **Audits** – [2 CFR 200.501](#) and [Single Audit Act Amendments of 1996](#) - organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with [USC 41, Section 8301-8303](#);
- **Data Sharing** – [MN Access to Government Data](#), [MN Duties of Responsible Authority](#); [MN Access to Information](#); [MN Administrative Rules Data Practices](#); [DEED Policy – Data Practices](#);
- **Disability** - that there will be compliance with the [Architectural Barriers Act of 1968](#), [Sections 503 and 504 of the Rehabilitation Act of 1973](#), as amended, and the [Americans with Disabilities Act of 1990](#);
- **Drug-Free Workplace** – [Drug-Free Workplace Act of 1988](#) – requires all organizations to maintain a drug-free workplace;
- **Equipment** – [2 CFR 200.313](#), [200.439](#) – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year;
- **Fire Safety** – [15 USC 2225a](#) – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act ([Public Law 101-391](#));
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations [20 CFR 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Limited English** - [Executive Order 13166](#) - Improving access to services for persons with limited English proficiency;



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



- **Nondiscrimination** - [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#) - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status (employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);
- **Nondiscrimination** - that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and [WIOA Section 188](#), as provided in the regulations implementing that section, will be completed;
- **Opportunity** – [Executive Order 12928](#) – encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals;
- **Personally Identifiable Information (PII)** – [Training and Guidance Letter 39-11](#) – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – [2 CFR 200-317-36](#) – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;
- **Salary/Bonus** – [Public Law 113-235, Division G, Title I, Section 105](#) – none of the funds appropriated under the heading “Employment and Training” shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of [Executive Level II](#). Further clarification can be found in [TEGL 5-06](#);
- **Seat Belts** - [Executive Order 13043](#) – Increasing Seat Belt Use in the United States;
- **Text Messaging** – [Executive Order 13513](#) – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – [2 CFR 180](#) – OMB Guidelines to Agencies on Governmentwide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;



- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. ([38 USC 4215](#)), U.S. Department of Labor, [Training and Employment Guidance Letter 5-03](#) and Minnesota's Executive Order 06-02;
- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

## CERTIFICATIONS

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

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

- P. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- Q. that the local area board and it's sub-grantees must also adhere to the same certifications and assurances that DEED must assure.



**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 Jobs and Training Services, Inc. Workforce Development Board	Co-owner, Taylor Land Surveyors, Inc.
Loren Nelson, Vice Chair, Central Minnesota Jobs and Training Services, Inc. Workforce Development Board	President, Aurelius Manufacturing Company
Rick Greene, Chair, Central Minnesota Jobs and Training Services, Inc. Joint Powers Board	Commissioner, Chisago County
Harlan Madsen, Vice Chair, Central Minnesota Jobs and Training Services, Inc. Joint Powers Board	Commissioner, Kandiyohi County
Spencer Buerkle, Vice Chair, Career Solutions Joint Powers Board	Commissioner, Benton County
DeWayne Mereck, Chair, Career Solutions Joint Powers Board	Commissioner, Stearns County
Heidi Peper, Former Chair, Career Solutions Workforce Development Board	Sr. Community Development Specialist
Jill Magelssen, Vice Chair, Career Solutions Workforce Development Board	Franchise owner of Express Employment Professionals
Barbara Chaffee, Chief Executive Officer	Central Minnesota Jobs & Training Services, Inc.
Tammy Biery, Executive Director	Career Solutions



## REGION 3

# LEADERSHIP & PLANNING BOARD

2018



**Heidi Peper**  
**Chair**

Career Solutions Workforce  
Development Board Past Chair



**Commissioner Rick Greene**  
**Vice Chair**

CMJTS Joint Powers Board  
Chair



**Commissioner  
Spencer Buerkle**

Career Solutions  
Joint Powers Board Vice Chair



**Commissioner  
Harlan Madsen**

CMJTS Joint Powers Board  
Vice Chair



**Jill Magelssen**

Career Solutions Workforce  
Development Board Chair



**Commissioner  
DeWayne Mareck**

Career Solutions  
Joint Powers Board Chair



**Loren Nelson**

CMJTS Workforce Development  
Board Vice Chair



**Trish Taylor**

CMJTS Workforce Development  
Board Chair



**Tammy Biery**

Career Solutions  
Executive Director



**Barbara Chaffee**

Central Minnesota Jobs and  
Training Services, Inc. (CMJTS)  
Chief Executive Officer



**Ileana Mertent**

Career Solutions  
Development Director  
(non-voting member)



**Leslie Wojtowicz**

CMJTS Workforce Dev.  
Division Manager  
(non-voting member)



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

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

**Program Service Recitals:**

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

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

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

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

**1. Duration and Termination:**

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

**A. Program Administration and Oversight**

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

**B. Program Eligibility**

**C. Program Monitoring**

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

**D. Program Technical Assistance and Guidance**

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



8. **Insurance:** CMJTS agrees to maintain general liability insurance, workers' compensation insurance as required by law, unemployment insurance to the extent required by law, and comprehensive insurance coverage on any motor vehicle used in the rendering of services under this Agreement. CMJTS agrees to provide evidence of liability insurance coverage in the minimum amount of \$1,500,000. The insurance must be maintained for the entire term of the contract. CMJTS will name SBETC as an additional insured on all such policies and, upon request, provide SBETC proof of such insurance.

9. **Indemnification:**

A. Each party shall be liable for its own acts to the extent provided by law and hereby agrees to indemnify, hold harmless and defend the other, its officers and employees against any and all liability, loss, costs, damages, expenses, claims or actions, including attorney's fees which the other, its officers and employees may hereafter sustain, incur or be required to pay, arising out of or by reason of performance under this agreement.

B. Each party's duty to indemnify as set out in this paragraph includes, but is not limited to, any injury or alleged injury resulting from any actual or alleged violation of the United States Constitution, Minnesota Constitution, Section 1983 of the Civil Rights Act ("Section 1983"), the Minnesota Human Rights Act ("MHRA"), the GDPR, and any other Federal, State, and/or local laws and/or regulations related to or affecting each party's respective actions under this contract, or individual's under the party's control or supervision pursuant to this Agreement.

C. Nothing in this Agreement shall affect or otherwise constitute a waiver of the limits on the liability of any governmental entity provided by Minnesota Statutes Chapter 466 (Tort Liability, Political Subdivisions) or other applicable law.

D. Nothing in this Agreement shall constitute a waiver of the statutory limits on liability set forth in Minnesota Statutes Chapter 466 or a waiver of any available immunities or defenses. Nothing herein shall be construed to provide insurance coverage or indemnification to an officer, employee, or volunteer of any Party for any act or omission for which the officer, employee, or volunteer is guilty of malfeasance in office, willful neglect of duty or bad faith.

E. Upon timely written notice from a party entitled to indemnification, the other party shall defend the party entitled to indemnification in any such action or proceeding within the purview of this Paragraph with respect to the indemnified claim. Notwithstanding any other provision of this Agreement, neither party shall settle or compromise any claim against the other its consent, but such consent shall not unreasonably withheld. Where there is a colorable claim for joint liability, each party shall provide its own defense.

10. **Choice of Law, Choice of Venue, and Severability:** This Agreement shall be governed by the laws of the State of Minnesota. The parties agree that all actions or proceedings arising in connection with this Agreement shall be tried and litigated exclusively in the State and Federal courts located in the County of Stearns, State

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

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

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

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

**STEARNS-BENTON EMPLOYMENT AND TRAINING COUNCIL**

By: Leigh Lenzmeier  
Leigh Lenzmeier  
SBETC Joint Powers Board

Date: 1/19/2016

**CENTRAL MINNESOTA JOBS AND TRAINING SERVICES, INC.**

By: Barbara Chapple

Date: 1/21/2016



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

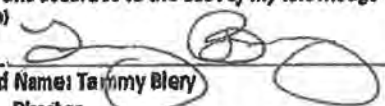
Master Contract #: SBETC2019M  
 Master Supplier Contract #: 72061  
 Grant ID #: 6174800

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

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

**SUBMITTED BY GRANTEE:**

I certify that the information contained in the attached Work Plan and Budget, labeled attachment 1 and Attachment 2 respectively, is true and accurate to the best of my knowledge and that I submit this Project Specific Plan on behalf of the Grantee.

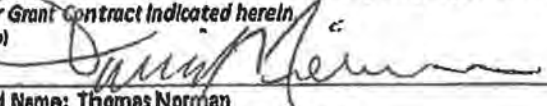
(Signature) 

Date: 12/8/15

Printed Name: Tammy Blery  
 Title: Director

**APPROVED BY (GRANTOR / STATE)**

I have reviewed and approved the attached Project Specific Plan which is referenced in and incorporated as an amendment to the Master Grant Contract indicated herein.

(Signature) 

Date: 12-11-15

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

**FOR DEED OFFICE USE ONLY**

Program Name: Rural Career Counseling Coordinator

Contract Start Date:	<u>12/01/2015</u>	Original Contract Amount:	<u>\$95,000</u>
Contract End Date:	<u>06/30/2016</u>		
Match/Leverage Required?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Encumbrance Date	SWIFT Contract ID	SWIFT PO Number #	
<u>13676</u>	<u>103985</u>	<u>3-233395</u>	
Program Coordinator	NGA Number	SWIFT Vendor Number + Location	
<u>JoAnne Beaudry</u>	<u>15-10</u>	<u>0000214099.001</u>	

AFS Signature:  Encumbrance Date: 12/08/2015

Indirect Cost Rate

(Not Applicable at this time)

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

### Notice of Grant Action (NGA)

Minnesota Department of Employment and Economic Development  
Master Grant Agreement #SBETC2013M  
 SC #72061  
 Effective Master Grant Agreement Date: April 1, 2013 - March 31, 2018  
 DUNS #: 008604746

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

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

**FUNDING SUMMARY**

1	2	3	4	5	6	7	8	9	10	DEED USE	
Title ID/Name	Performance Period	Grant ID #	Prior Level	Obligation with this Action	New Level	Total Award/Amount	CFDA #	CFDA Name	NGA #	SWIFT P.O. #	SWIFT Contract ID
<b>FEDERAL</b>											
WIOA Youth	04/01/15 - 03/31/17	5173600	\$316,581.00	\$0.00	\$316,581.00	\$316,581.00	17.259	WIA/WIOA Youth	1	3-204131	92411
PY15 WIOA Adult Formula	07/01/15 - 06/30/17	5173100 *	\$212,766.00	\$0.00	\$212,766.00	\$212,766.00	17.258	WIA/WIOA Adult	7, 9	3-214722	95951
PY15 WIOA Dislocated Worker Formula	07/01/15 - 06/30/17	5178000 *	\$205,849.00	\$0.00	\$205,849.00	\$205,849.00	17.278	WIA/WIOA DW	7, 9	3-211406	95933
<b>OTHER</b>											
MN Youth	07/01/15 - 06/30/16	6176400	\$184,620.00	\$0.00	\$184,620.00	\$184,620.00	N/A	N/A	2	3-210814	95470
Youthbuild WDF	07/01/15 - 06/30/16	6176500	\$73,000.00	\$0.00	\$73,000.00	\$73,000.00	N/A	N/A	3	3-210738	95462
Youth Competitive Grants	07/01/15 - 06/30/16	6176801	\$125,000.00	\$0.00	\$125,000.00	\$125,000.00	N/A	N/A	4	3-210870	95501
HECAP	07/01/15 - 06/30/16	6178301	\$11,998.00	\$0.00	\$11,998.00	\$11,998.00	N/A	N/A	5	3-211208	95694
State Dislocated Worker Program (DWP)	07/01/15 - 06/30/17	5178500	\$419,308.00	\$0.00	\$419,308.00	\$419,308.00	N/A	N/A	6	3-211390	95826
MN Youth	07/01/15 - 06/30/16	6176400	\$184,620.00	\$0.00	\$184,620.00	\$184,620.00	N/A	N/A	8	3-210814	95470
Rural Career Counseling Coordinator	12/01/15 - 06/30/16	6174900	\$0.00	\$95,000.00	\$95,000.00	\$95,000.00	N/A	N/A	10	3-233333	103965
<b>TOTAL</b>			<b>\$1,733,740.00</b>	<b>\$95,000.00</b>	<b>\$1,828,740.00</b>	<b>\$1,828,740.00</b>					

APPROVED BY:

*Shelley Landgraf*

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

DATE ISSUED:

12-14-2015

The approved Project Specific Plan, along with this NGA, and attached workplan is releasing funding under the SBETC2013M State/Federal Master Grant Agreement with DEED.

See Attachment 3 for DEED's Contacts and Additional Terms and Conditions.

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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



FORM 2: BUDGET INFORMATION SUMMARY

Please complete this quarterly budget table in cumulative fashion.

Cost Category	Q1	Q2	Q3	Q4	Q5	Q6
Qtr start/end:	12/1/15 – 3/31/16	4/1/16 – 6/30/16	7/1/16 – 9/30/16	10/1/16 – 12/31/16	1/1/17 – 3/31/17	4/1/17 – 6/30/17
Administration (no more than 5%)	\$1,356	\$2,375	\$2,968.50	\$3,562	\$4,155.50	\$4,750
Administration (sub-grantee)	\$1,356	\$2,375	\$2,968.50	\$3,562	\$4,155.50	\$4,750
CM-RC3 Staff Time	\$21,500	\$37,625	\$47,031	\$56,437	\$65,843	\$75,250
Related costs (travel, office, etc.)	\$4,284	\$7,500	\$9,375	\$11,250	\$13,125	\$15,000
CM-RC3 Staff Time & Related Costs (sub-grantee)	\$25,784	\$45,125	\$56,406	\$67,687	\$78,968	\$90,250
<b>TOTAL</b>	<b>\$54,280</b>	<b>\$95,000</b>	<b>\$118,749</b>	<b>\$142,498</b>	<b>\$166,247</b>	<b>\$190,000</b>

**ATTACHMENT 3**

**DEPARTMENT OF EMPLOYMENT & ECONOMIC DEVELOPMENT (DEED) –**

**CONTACT INFORMATION AND ADDITIONAL TERMS & CONDITIONS**

**SFY 2016/2017 MINNESOTA RURAL CAREER COUNSELING COORDINATORS**

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

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

**ATTACHMENT 3**

	COUNSELING COORDINATORS		
<b>2) ADDITIONAL TERMS AND CONDITIONS:</b>			

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

**CHECK ALL THAT APPLY:**

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

**Program Operations and Reports**

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

**Subdivision 1. Requirement.**

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



## ATTACHMENT 3

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

### Subd. 2. Responsibilities.

A career counseling coordinator is responsible for:

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

### Subd. 3. Reporting; consolidation.

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

### ATTACHMENT 3

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

#### Acronyms

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

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

---

### **VISION**

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

### **MISSION**

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

### **STATEMENT OF VALUES**

The Region 3 Leadership and Planning Board:

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

### **STATEMENT OF PURPOSE**

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

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



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

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

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

## **REGION 3 LEADERSHIP AND PLANNING BOARD GOALS (R3LPB)**

1. **Develop Regional Memorandum of Understanding (MOU)**
  - a. Develop a regional board MOU (Memorandum of Understanding), define the purpose, board membership, regional responsibilities, methodology, duration and modifications, dispute resolution, and other policy provisions, and certification of members.
  - b. The R3LPB will schedule quarterly meetings and other meetings as needed.
  - c. The R3LPB will elect officers among the voting members of its board, a chair and vice chair, one officer from each LWDA. For example, if the board chair is elected from LWDA 17, the vice chair must be elected from LWDA 5. In addition, only voting members may be elected as an officer of the R3LPB, with the exception of the two LWDA directors.
  - d. Minutes of the R3LPB will be sent to the SBETC (Stearns-Benton Employment & Training Council-LWDA 17) and the Central Minnesota Jobs and Training Services, Inc. Workforce Development Board (CMJTS WDB-LWDA 5) to be placed on their local board agendas for review and information.
2. **Regional Plan**
  - a. "The State, after consultation with local boards and chief elected officials for the planning regions, shall require the local boards and chief elected officials within the planning region to prepare, submit, and obtain approval of a single regional plan that includes a description of the activities described in the Act and that incorporates local plans each of the local areas in the planning region. The State shall provide technical assistance and labor market data, as requested by local areas, to assist with such regional planning and subsequent service delivery efforts." (WIOA, Section 106 (a)(c)(2))
  - b. The R3LPB Regional Plan will be completed and approved by the R3LPB at their April board meeting. The approved regional plan will then go to both LWDA 5 (CMJTS) and

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

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

### **3. Joint Workforce Development Board Meetings**

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

### **4. Stakeholder Engagement**

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



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

## 5. Disparities and Immigrant Populations

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

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

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

#### **6. Regional Assessment/Asset Mapping**

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



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

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

#### **7. Consistent Communication**

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

#### **8. Develop and Conduct an Evaluation Process for the following**

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

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

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

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

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

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

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

**I. Introduction**

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

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

**II. Regional Response**

LWDA 5 and LWDA 17 agree to:

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



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

**III. Methodology**

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

**IV. Duration and Modification**

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

**V. Dispute Resolution**

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

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

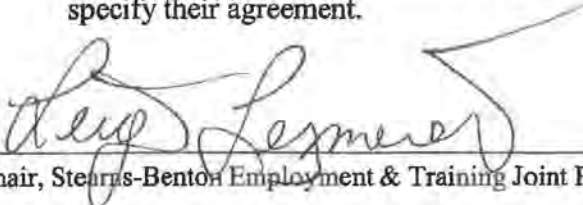
dispute/grievance and make recommendations for resolution. The mediator must be approved by each party involved with the dispute/grievance.

**VI. Other Provisions**


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

**VII. Certification**

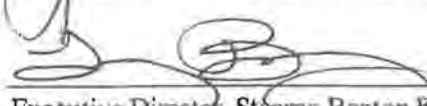
By signing this agreement, all parties agree that the provisions contained herein are subject to all applicable federal, state, and local laws, regulations, and policies relating to non-discrimination, veterans priority of service, equal opportunity, displacement, privacy rights of individuals, and maintenance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

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

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

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

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

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

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

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

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

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

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





Central Minnesota

**JOBS & TRAINING SERVICES**

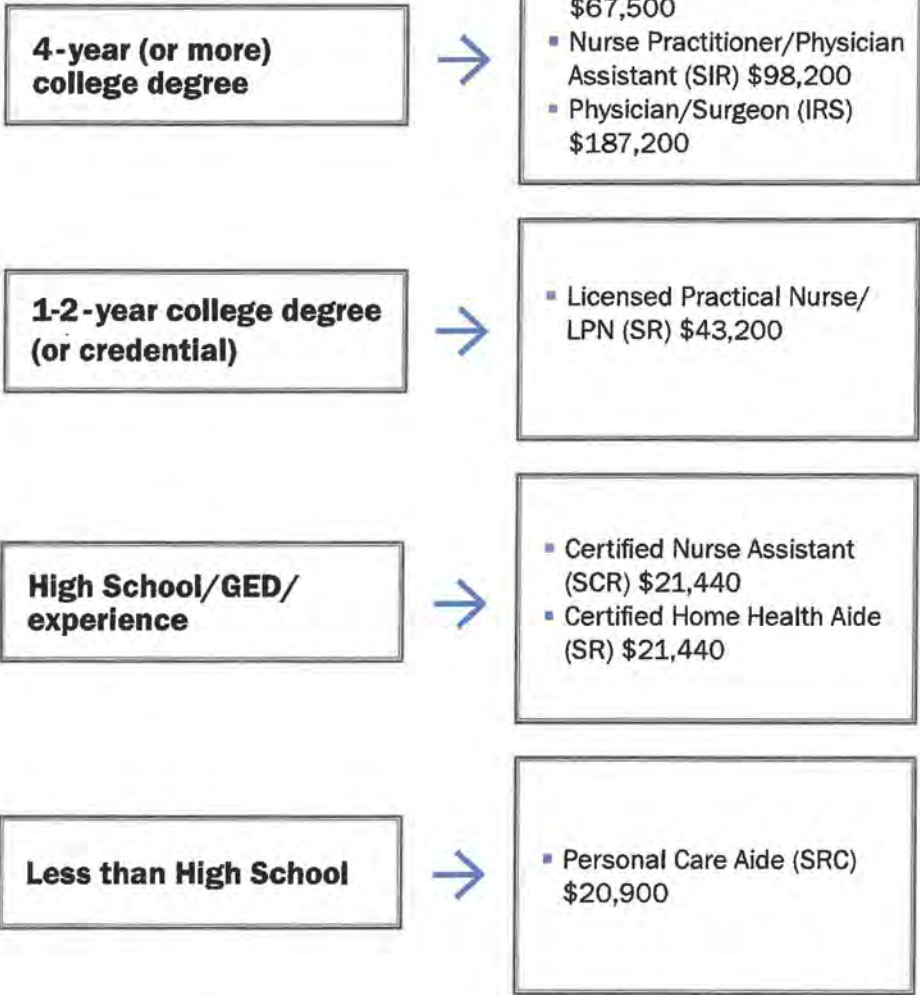
www.cmjts.org



Equal Opportunity Employer and Program Provider

Upon request the information in this document can be made available in alternative formats for people with disabilities by calling 800-384-7425.

# Healthcare Career Pathway



### Interest Profile (2014 MnCareers)

**(R) Realistic** people are **doers**. They are often good at mechanical or athletic jobs. They like to work with things like machines, tools, or plants. They like to work with their hands. They are practical and good at solving problems.

**(I) Investigative** people are **thinkers**. They like to watch, learn, and solve problems. They often like to work alone. They tend to be good at math or science, and like analyzing data.

**(A) Artistic** people are **creators**. They like to have the freedom to use their creativity to come up with new ideas. They often enjoy performing (theater or music) and the visual arts.

**(S) Social** people are the **helpers**. They like to work with people more than with things. They enjoy training, counseling, or curing people. They are often good public speakers. They have helpful, empathetic personalities.

**(E) Enterprising** people are **persuaders**. They like to work with other people. They like to influence, lead, and perform. They are often assertive and full of energy.

**(C) Conventional** people are **organizers**. They are good with details and like to work with data. They have good organizing skills and like working in structured levels. They often work well with numbers. They are also good at following instructions.

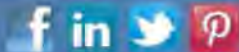
The career titles, wages, and education are representative of jobs within the career pathway. They are not meant to be all inclusive and may vary by location. Sources: [careeronestop.org](http://careeronestop.org) ■ [onetonline.org](http://onetonline.org) ■ [careerwise.mnscu.edu](http://careerwise.mnscu.edu)



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# Advanced Manufacturing Career Pathway



**4-year (or more) college degree**



- Mechanical Engineer (IRC) \$67,000
- Engineering Manager (ER) \$100,760
- Industrial Production Manager (EC) \$75,580

**1-2-year college degree (or credential)**



- Mechanical Engineering Technical (RI) \$44,830
- CAD Drafting (RCI) \$40,390
- Numerical Tool Programmer (CIR) \$41,830
- Production Supervisor (ERC) \$46,140

**High School/GED/experience**



- Welder (RC) \$30,990

**Less than High School**



- Assembly Worker (RCE) \$25,130

## Interest Profile (2014 MnCareers)

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