



2024-2027 Regional and Local Plan
Dakota-Scott Counties
Local Workforce Development Area #14

Regional Plan Region 4 - Metro

SECTION A: REGIONAL VISION, GOALS AND STRATEGIES

A.1. Describe the regional workforce development area's vision for a skilled workforce.

The vision for workforce development in the Metro Region aligns closely with the Governor's Workforce Development Board's vision for statewide workforce development; the Region 4 – Metro's vision is as follows:

The Metro Workforce Development Boards of Ramsey County, City of Minneapolis, Hennepin-Carver Counties, Dakota-Scott Counties, Washington County, and Anoka County are Dedicated to growing an equitable and competitive regional workforce where all residents have access to services and opportunity to chart a career path to family-sustaining wage and all employers have workforce development partners to assist them in solving their labor needs and challenges.

A.2. Describe the region's strategic alignment with the State's Vision, Goals and Strategies.

Region 4 – Metro is in close alignment with the vision put forward by the Governor's Workforce Development Board in two keyways:

1. A focus on equity as the cornerstone of the work with job seekers. As the states most populous region and the most racially and ethnically diverse, the Metro Region's attention to diversity, equity, inclusion, and accessibility is paramount for the state success to become more economically inclusive.
2. Our commitment and responsiveness to employer needs in in-demand occupations that provide onramps, ladderling, and latticing opportunities that lead to family-sustaining wages.

A.3. Describe best practices or areas of strength of the region as it relates to the State's Vision, Goals and Strategies that should be considered for replication or scale across the state.

Region 4 – Metro, as mentioned above, represents the most populous and diverse regional area in the state, as well as the most economically diverse with the greatest concentration of business entities in the state with jobs, giving the metro areas of considerable strength in aligning to and working with the state to further the goals of creating One Minnesota, where all economically thrive. This regional dynamic means the public workforce systems must respond to the given needs of job seeker and employers nimbly, innovatively, and comprehensively.

When examining the goals of the state plan, it becomes clear that the Metro region offers an opportunity for clear and effective coordination using our metro strength and some of the region's best practices. Looking into each goal independently highlights this.

1. Increases interagency and local area coordination...through alignment...coordination...and creating a "no wrong door" approach.
 - a. While Region 4 is made up of six public workforce boards, the strength of the region is that it performs as a network of providers, programs, and projects. Each area bringing forward its best models of service, convening, funding, and coordinating partners across a multi-million-person area and activating stakeholders and partners to deliver services. Region 4 believes in regional

alignment, coordination, and a “no wrong door” approach so both job seeker and employer can connect quickly and efficiently to their need.

2. Build Industry-led industry-sector partnerships.
 - a. Core to the work of Region 4 are sector partnerships. For decades, whether they were called Business and Industry Roundtables, Cluster Economies, or Sector Initiatives, the metro leadership committee focuses attention on expanding economic sectors that offer job seekers access to and opportunity in our region’s most robust sectors. Further, to highlight alignment and coordination within our region, and to illustrate the metro approach to this goal, below is a list of industry partnerships and the lead area within our region. Note, this list is not inclusive of all the regions efforts concerning industry-lead sector partnerships.
 - i. City of Minneapolis: MSP TechHire
 - ii. Anoka County: Manufacturing
 - iii. Ramsey County: Construction
 - iv. Hennepin/City of Minneapolis: Health Care
3. Create a more inclusive, equitable, accessible, and proactive workforce system.
 - a. All workforce development work in Region 4 – Metro is done through the lens of inclusivity, equity, and accessibility. This is not a sub-committee of a board or focus of a single program, but the comprehensive approach taken in delivering workforce solutions. As shown in the demographic analysis of the region, responding to a rapidly diversifying labor force, both in terms of race and ethnicity, as well as in terms of age, educational attainment, justice involvement, MFIP participation, and disability status, it is imperative that the approach taken in the metro to serve all Minnesotans is key to our future collective success. It is crucial to align with the state on this goal, for our success in reaching this goal will be judged by our future workforce.

A.4. Describe the strategy to work with the entities within your region to carry out the core programs to align resources available in the region to achieve the strategic vision and goals of the local area boards and the state.

The strategy Region 4 – Metro uses to carry out core program alignment is a partnership first model. In a region of multiple millions of people, single points of contact, singular tables for conversations, and single agendas is not possible. Each area within the region partners with key stakeholders to carry out the vision and goals of the area, all which align with the state’s vision and goals. Key partners include the many community-based organizations serving diverse job seekers in our region, including the coalition *WorkWell Minnesota* and the labor unions initiative *Building Strong Communities*, while other partner comprise larger systems including the K12 education systems, mental health providers, Minnesota State Colleges and Universities, and our regional chambers of commerce. In many cases the chambers and/or local economic development entities sit on the workforce boards to give voice to business development. Further, Adult Education sits on each metro board, bringing forward the issues and agendas of their respective school districts. Again, in the metro our vision for an aligned system is to partner

locally, build broad understandings of needs and requirements shared by all, design metro strategies, then return locally to work with local partners needed to achieve our state’s goals.

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

On February 22, 2024, as part of our regional planning efforts for this plan, the Metro Directors hosted a region-wide conversation about the goals set forth by metro leadership believed to be key our regions success over the next four years. Below are the goals as discussed at that morning conversation.

- Increase and deepen community partnerships.
 - Work closely to support regional workforce efforts to better align and coordinate with other partners and systems.
- Remove barriers for employment for all.
 - Skills based hiring efforts.
 - Outreach and promotion of population specific hiring events.
 - Support for inclusive employer strategies.
- Regional coordination for “no wrong door” service delivery enhancing equitable access and opportunity for all Minnesota job seekers.
- Deepen coordination with economic development partners.

A.6. Describe how the region is working together to prepare the workforce for state and federal investments in the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA) (collectively referred to as Investing in America (IIA)).

The Metro Workforce Development Boards of Ramsey County, City of Minneapolis, Hennepin-Carver Counties, Dakota-Scott Counties, Washington County, and Anoka County worked quickly upon the release of these various funding sources to design an internal process to navigate this complicated funding space. Through a weekly communication framework, different directors are assigned per funding source and areas of expertise to be the point-persons for those conversations with various stakeholders. This strategy reduces redundancy within the public-system, streamlines conversations, and moves to action on these grants more quickly. One such example is the Minnesota CHIPS Coalition Workforce Partnership MOU, drafted to frame and name partner organizations responsible for various parts of applications for funding and actions if awarded. Because of the size and scope of CHIPS, the Metro Region charged two directors with helping to craft the language and partnership MOU. The intro to the MOU is below:

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities of partners participating in the Minnesota CHIPS Coalition Workforce Partnership (Workforce Partnership). Parties to this agreement are committing to participate in a sectoral partnership to address the hiring needs of semiconductor and related microelectronics employers. The Workforce

Partnership is being established to address existing and future workforce needs in the semiconductor industry, however a major expansion of employment opportunities is likely contingent upon the availability of resources made possible by CHIPS for America federal funding and associated state match funding.

SECTION B: REGIONAL OPERATIONS

B.1. Provide a Strengths Weaknesses Opportunities Threats (SWOT) analysis of the regional workforce system.

SWOT ANALYSIS

Strengths:

What do we do best?

- a. Communication within the Region
- b. Collaboration
- c. Collective Impact
- d. Expertise
- e. Partnership with Employers and Partners
- f. Analysis and Relationship building

What unique knowledge, talent, or resources do we have?

- a. Business intelligence
- b. Data driven
- c. Innovation in outreach

What advantages do we have?

- a. Diversity and business
- b. Supply labor – Language
- c. Rich training partners,
- d. Leverage multiple career force locations

What do other people say we do well?

- a. Innovation to meet 21st century needs
- b. Addressing complex problems
- c. Coordination
- d. Focused Geographic – solutions
- e. Proactive

What is our greatest achievement?

- a. Learning across geographies and location
- b. Adaption and innovation
- c. Engagement with diverse stakeholders – Libraries, online career fairs, stronger partnerships within

Threats:

What obstacles do we face?

- a. One stop system
- b. Lack of alignment with DEED
- c. Lack of alignment back to the local – Mutual
- d. True partnership with DEED and Local
- e. Political instability

Weaknesses:

What could we improve?

- a. Silos and complexity
- b. Develop stronger DEI
- c. Stronger alignment with MFIP
- d. Brand awareness
- e. Enhance already strong

What knowledge, talent, skills and/or resources are we lacking?

- a. Resource for better communication
- b. Better business services
- c. Need longer investments
- d. Resources for immediate job placement
- e. Basic Career services

What disadvantages do we have?

- a. Scale and metro complexities
- b. Need for alignment on paperwork reduction
- c. Bureaucracy

What do other people say we don't do well?

- a. Not as nimble and innovative
- b. Employer services
- c. Bureaucratic
- d. Housing and childcare –
- e. Lack of elected official coordination of Employment

Opportunities:

How can we turn our strengths into opportunities?

- a. Greater transportation alignment
- b. Green careers – emerging sector
- c. Union relationship
- d. Apprenticeship
- e. Reentry work
- f. Disabilities awareness
- g. Equity in employment

Is there a need in our region that no one is meeting?

- a. Service delivery – bricks and mortar
- b. Only government lead area. Public pathways to employment
- c. Scalability of promising practices
- d. Landing spot for DEED at the local area

B.2. Describe the selection process for the membership who will provide the leadership to oversee the development and coordination of the regional plan.

Metro leadership is provided by an 18-member decision making body made up of the six metro directors, the six locally elected officials (Mayor of Minneapolis, five county commissioners), and the six local board chairs.

B.3. 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

As noted above, the Regional Oversight Committee is made up of representatives from the local boards, balanced equally across each workforce development area. No organizations outside that structure are part of the regional oversight of the metro. See attachment A for current members.

Further, to streamline decision making, coordinate broad regional economic/workforce development strategies, and clarify communications with external stakeholders, the Metro Regional Oversight Committee divides larger buckets of work as follows:

DEED Workforce Strategy Consultant: Hennepin/Carver County WDA

EDAM: Dakota/Scott County WDA

Mn State: Anoka County WDA

CareerForce Communications: City of Minneapolis WDA

GreaterMSP: Ramsey County WDA

Vocational Rehabilitation: Washington County WDA

WorkWell Minnesota (formerly MESC): City of Minneapolis WDA

Industry groups Point of Contacts:

The Caring Professions: Hennepin/Carver County WDA

Manufacturing including relationship with MPMA: Anoka County WDA

Technology: City of Minneapolis WDA

Labor/Finishing Trades: Washington County WDA

Educational and Professional Services: Dakota/Scott County WDA

Construction – Ramsey County WDA

Green Careers – Ramsey County WDA, City of Minneapolis WDA, and Hennepin/Carver WDA

B.4. Describe how the approach used will ensure that partner engagement includes diverse representation, specifically among populations experiencing barriers to employment.

While each government entity that makes up the metro region approaches diversity and inclusion through their own tailored geographic and institutional lens, the metro oversight committee collectively views diversity and inclusion, specifically among those with greatest barriers to employment, as paramount to all workforce development strategies developed in our region.

Led by our locally elected officials, diverse representation amongst boards remains an important component of the regional plan and one strategy to increase diverse representation and perspectives. In terms of programming, the leadership remains focused on innovating projects aimed at populations experiencing the greatest barriers to employment or communities facing the greatest levels of economic disparities. Throughout the metro, each local area will be approaching this topic using local priorities and demographic profiles of their communities.

B.5. Describe how the local area boards will direct system alignment within the region through shared policies and practices.

As part of the regional coordination done by the six metro directors, encompassing the seven county metro area, deliberate and proactive alignment of policies and practices is a high priority. While local decisions and actions that meet the policies and practices of locally elected officials and local jurisdictions to meet specific geographic need is required of each local area and board, cooperation across the region is necessary to create a system that is uniform and consistent for job seekers and businesses.

The method the metro uses to create the alignment through shared policy and practice is twofold. The first is through shared best practices via the metro directors' weekly meetings, the second comes from a dedicated work group of metro program managers from the six service areas that meet monthly, prior to the state's job seeker services meeting.

Out of these two strategies comes a series of shared policies and practices:

1. Priority of Service policies that allow the metro to recruit and enroll individuals into programs consistently and clearly. Recently this included eligibility into the CLIMB program.
2. Consistency in forms and intake processes that create similar practices across the region, though each area can tweak and adjust intake and forms to meet local requirements.
3. Technology as a support service with shared policies and practices metro wide.
4. Coordination in policies and practices concerning the increased homeless populations. The core cities and the surrounding suburbs are experiencing increases in the number of homeless populations, both existing and new program participants. This work was often done in partnership within workforce development, but also, public health and human services departments within government.

Further, over the course of the last number of years, a key practice is the meeting and sharing of expertise amongst finance staff from all service areas of the metro and key finance staff at community-based providers who work on federal and state workforce grants.

B.6. 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.

The metro region does not currently have any CSA planned.

SECTION C: PROGRAM AND SERVICE DELIVERY

C.1. Describe the condition of the regional economy (cite the sources of data and analysis).

The Metro Region partners closely with DEED LMI to assess and analyze the regional economic conditions. It should be noted that often this data is provided at county-level when looking specifically into growing or shrinking sectors or for demographic data which might show community racial or ethnic specificity within a local area. Below is a seven-county narrative snapshot and tables of the current conditions provided to us for use with the local boards and

regional oversight board (*Regional Profile: Twin Cities Metro Area Planning Region, 09/13/2023*):

After losing over 85,600 jobs (-5.3%) during the Great Recession between 2007 and 2010, the Twin Cities Metro Area went on to gain nearly 239,400 jobs (+15.6%) between 2010 and 2019. The regional growth rate of 15.6% outpaced the respective statewide employment growth rate of 13.2% during that period. In fact, where the Metro Area accounted for 61.2% of Minnesota's total employment in 2019, it accounted for 70.8% of the state's total employment growth between 2010 and 2019. With the onset of COVID-19 in 2020, however, the Metro Area experienced significant industry employment loss. Between annual 2019 and 2020 the Metro Area's total employment plummeted by nearly 131,600 jobs. This 7.4% drop was slightly more severe than the state's respective 6.7% drop during that period. For the region, such employment loss was much more significant than losses experienced during the Great Recession. Zooming into quarterly trends, employment loss during COVID was most extreme between the second quarters of 2019 and 2020. During that period, Metro Area total employment dropped by 233,435 jobs (-13.1%).

Employment in the Metro Area began its recovery after the second quarter of 2020. Between the second quarters of 2020 and 2021 the Metro Area regained 131,611 jobs, growing by 8.5%. Growth continued through the next year, albeit slower, with the region gaining 56,033 jobs between the second quarters of 2021 and 2022 (+3.3%). Between annual 2020 and 2022, the Metro Area's industry employment rebounded by nearly 81,900 jobs (+5.0%). As such, the region was just under 50,000 jobs below its pre-COVID 2019 level of employment in 2022.

Between annual 2019 and 2022, those Metro Area industry sectors losing the most jobs included Accommodation & Food Services (-14,494 jobs; -10.3%); Retail Trade (-11,044 jobs; -6.7%); Finance & Insurance (-8,840 jobs; -7.7%); Administrative & Support Services (-4,228 jobs; -4.3%); and Educational Services (-3,995 jobs; -3.0%). Overall, 12 of the region's 20 major industries were below their respective 2019 levels of employment in 2022.

Those industries above their respective 2019 levels of employment in 2022 included Transportation & Warehousing (+2,885 jobs; +3.9%); Construction (+2,537 jobs; +3.4%); Manufacturing (+1,109 jobs; +0.6%); Wholesale Trade (+920 jobs; +1.2%); Professional & Technical Services (+749 jobs; +0.6%); Agriculture, Forestry, Fishing, & Hunting (+418 jobs; +13.6%); Utilities (+272 jobs; +4.4%); and Mining (+73 jobs; +13.7%) (Table 14).

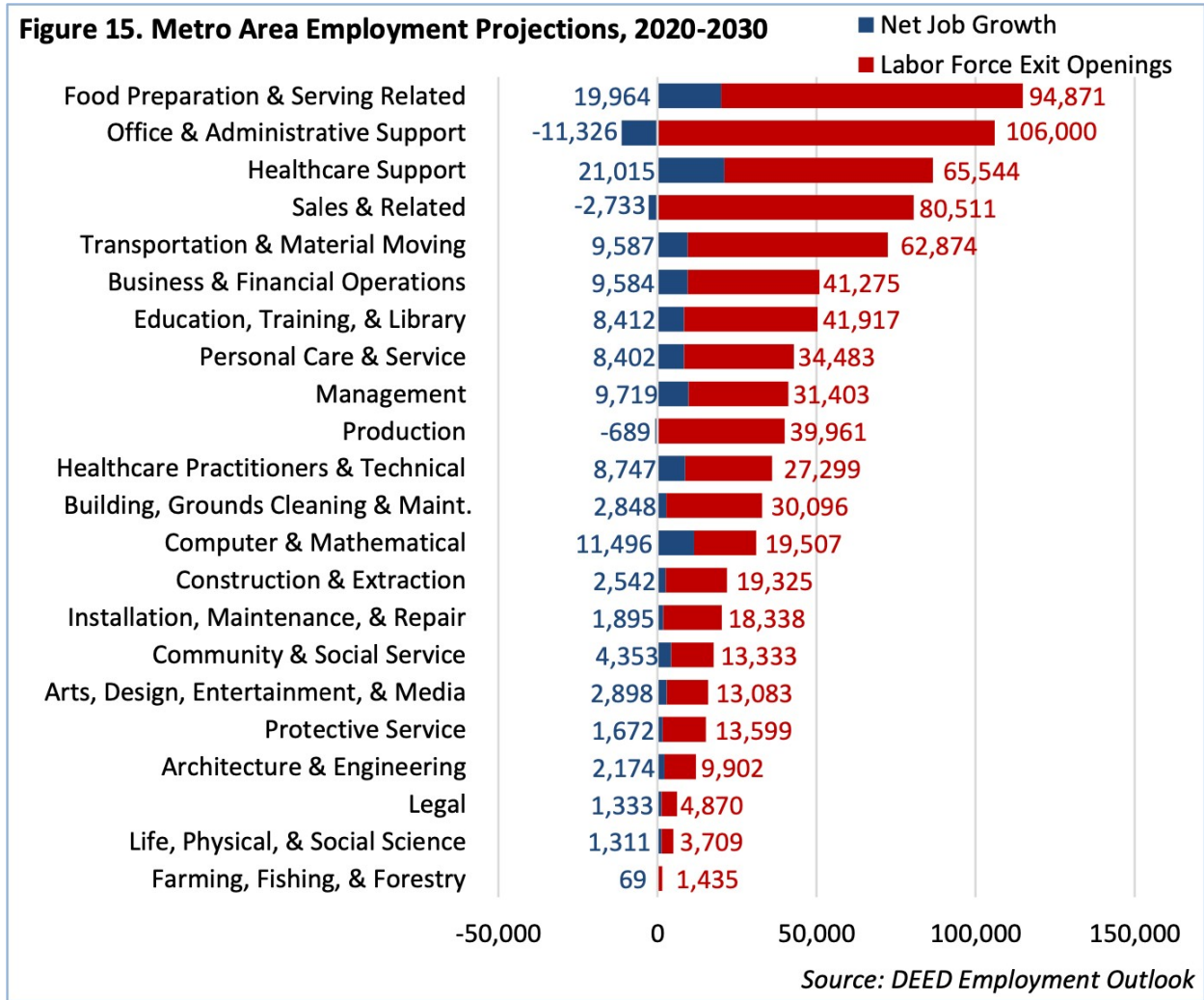
More recently, between annual 2021 and 2022, industry growth in the Metro Area was led by Accommodation & Food Services (+14,243 jobs; +12.7%); Manufacturing (+6,119 jobs; +3.6%); Transportation & Warehousing (+6,054 jobs; +8.6%); Arts, Entertainment, & Recreation (+5,542 jobs; +20.3%); and Professional & Technical Services (+4,131 jobs; +3.4%). Overall, 17 of the region's 20 major industries added jobs between annual 2021 and 2022. Those three industries losing jobs during that period included Finance & Insurance (-5,669 jobs; -5.1%); Retail Trade (-1,144 jobs; -0.7%); and Management of Companies (-494 jobs; -0.6%).

Table 10. Metro Area Occupational Employment Statistics, 1 st Qtr. 2023							
	Metro Area				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
Total, All Occupations	\$25.67	1,718,290	100.0%	1.0	\$24.25	2,827,310	100.0%
Office & Administrative Support	\$23.74	212,320	12.4%	1.0	\$23.06	345,830	12.2%
Business & Financial Operations	\$39.29	152,020	8.8%	1.2	\$38.19	201,940	7.1%
Sales & Related	\$19.61	142,400	8.3%	1.0	\$18.14	239,500	8.5%
Transportation & Material Moving	\$21.88	130,880	7.6%	0.9	\$21.05	227,780	8.1%
Management	\$60.18	128,450	7.5%	1.1	\$51.58	193,760	6.9%
Food Preparation & Serving Related	\$15.29	125,670	7.3%	1.0	\$14.89	216,970	7.7%
Production	\$22.67	109,650	6.4%	0.9	\$22.07	209,380	7.4%
Healthcare Practitioners & Technical	\$41.91	102,560	6.0%	0.9	\$41.07	186,700	6.6%
Healthcare Support	\$17.27	100,520	5.9%	1.0	\$17.40	162,400	5.7%
Education, Training & Library	\$25.35	89,460	5.2%	0.9	\$24.82	158,830	5.6%
Computer & Mathematical	\$51.41	78,440	4.6%	1.3	\$49.73	99,250	3.5%
Construction & Extraction	\$35.05	61,400	3.6%	0.9	\$31.00	113,930	4.0%
Installation, Maintenance & Repair	\$29.47	51,770	3.0%	0.9	\$27.95	98,670	3.5%
Building, Grounds Cleaning & Maint.	\$18.54	43,360	2.5%	0.9	\$18.26	76,210	2.7%
Architecture & Engineering	\$41.64	37,060	2.2%	1.1	\$40.60	53,100	1.9%
Personal Care & Service	\$17.34	36,850	2.1%	1.0	\$16.96	58,120	2.1%
Community & Social Service	\$26.00	30,510	1.8%	0.9	\$25.82	54,820	1.9%
Arts, Design, Entertainment & Media	\$30.59	26,520	1.5%	1.2	\$28.80	37,630	1.3%
Protective Service	\$25.28	23,310	1.4%	0.9	\$25.83	40,620	1.4%
Life, Physical & Social Science	\$41.34	19,160	1.1%	1.1	\$39.37	29,070	1.0%
Legal	\$51.41	14,890	0.9%	1.3	\$47.87	18,730	0.7%
Farming, Fishing & Forestry	\$19.21	1,090	0.1%	0.4	\$19.84	4,060	0.1%

Source: DEED Occupational Employment Statistics, Qtr. 1 2023

Table 11. Metro Area Job Vacancy Survey Results, 2022							
	Number of Total Vacancies	Percent Part-time	Percent Temporary or Seasonal	Requiring Post-Secondary Education	Requiring 1 or More Years of Experience	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	98,330	36%	6%	38%	54%	39%	\$19.96
Food Preparation & Serving Related	11,820	48%	7%	1%	32%	9%	\$16.04
Sales & Related	11,574	46%	1%	12%	44%	9%	\$15.78
Healthcare Practitioners & Technical	11,408	60%	3%	84%	68%	88%	\$29.63
Healthcare Support	8,641	47%	2%	19%	20%	58%	\$16.00
Office & Administrative Support	6,621	31%	2%	13%	63%	8%	\$18.77
Transportation & Material Moving	6,509	21%	7%	3%	30%	66%	\$19.73
Business & Financial Operations	5,826	16%	7%	71%	95%	25%	\$31.83
Production	4,689	15%	1%	9%	52%	7%	\$19.98
Management	4,490	11%	1%	83%	100%	37%	\$43.43
Education, Training & Library	4,172	36%	22%	86%	70%	70%	\$20.51
Computer & Mathematical	3,821	16%	3%	74%	98%	33%	\$42.59
Building, Grounds Cleaning & Maint.	3,219	46%	10%	0%	10%	49%	\$16.00
Installation, Maintenance & Repair	3,081	6%	6%	49%	70%	33%	\$19.23
Community & Social Service	2,982	32%	13%	67%	82%	70%	\$22.23
Personal Care & Service	2,319	56%	27%	16%	33%	32%	\$14.98
Architecture & Engineering	2,143	9%	1%	81%	82%	43%	\$35.24
Construction & Extraction	1,352	3%	15%	12%	31%	27%	\$20.76
Arts, Design, Entertainment & Media	1,176	39%	13%	54%	79%	49%	\$21.49
Protective Service	939	51%	20%	15%	36%	57%	\$17.46
Life, Physical & Social Sciences	824	16%	2%	82%	84%	30%	\$25.82
Legal	193	12%	1%	82%	89%	77%	\$43.21

Source: DEED Job Vacancy Survey, 2022



C.2. Describe the sectors or occupations of focus for region, including:

The Metro Region aligns closely with the State’s Drive for Five initiative sectors: Caring Careers, Manufacturing, Construction, Education, and Information Technology. Further, due to the robustness of the regional economy and local board leadership the following sectors are also of importance in the region: Finance and Insurance; Hospitality, Transportation/Material moving, and Green Energy and related sectors.

- a. How the region will use the labor market information and conduct outreach to business and industry to select the targeted sectors for developing sector partnerships for occupations in demand that provide family sustaining wages. If sectors and occupations have been already selected, describe them within this response.

As described in previous answers, using data to inform sector partnerships is critical to building a healthy regional labor force that matches job and career opportunities. Throughout the region our business/employer outreach specialists, employees of the local area, use labor market information extensively to open conversations with employers, showing local demand and potential demographic shifts, including an aging workforce, immigration trends, etc. to highlight

opportunities to partner at the local and regional level to solve labor force issues. Further, the Metro Region partners with Real Time Talent as another tool to look forward to hiring trends, economic projections, and other regional economic indicators.

- b. Alignment to the five sectors of focus in Drive for 5, including which local area in the region is focused on each or any of the Drive for 5 sectors. Complete Attachment G – Local Workforce Development Area Key Industries in Regional Economy.

The Metro Region is in complete alignment with the five sectors of focus in Drive for Five. The regional data shows clearly that these sectors are critical to the health of our region and align well with opportunities for job seekers to enter a pathway to family-sustaining wages. While not all sectors identified in Drive for Five have starting wages at or above family-sustaining wages, each sector has a clear pathway through continued education, career laddering, and on the job training, to jobs and careers in that sector at or above \$25.00 per hour. See Attachment G for list of key regional industries.

- c. The make-up of the sector partnerships will be determined and the expertise and resources they bring to the partnership.

As noted on B.3. each director in the region is identified as point-person per sector partnership. The make-up of partnerships is built on local strategies that already exist through local board structures and other key stakeholders both local and regional who have expertise and potential resources to bring to the partnership tables. One example of this structure is the Information Technology sector table organized and lead by City of Minneapolis. Both local board participation exists to lead this effort, but an expanded table includes IT trainers, private employers participating in internship development, chambers of commerce, and industry groups.

Further examples of sector partnerships are below:

- **IT sector-** Through a partnership with Minneapolis College, PPL will pilot a Computer User Support Specialist 16-week, 5-course cohort that results in a Google IT Support Certification. Participants will concurrently receive job-readiness and financial empowerment education. PPL will leverage new and existing employer partners to connect successful program participants to job vacancies.
- **Health Care sector-**
 - a. Programming will include recruitment, training, and preparation for credential attainment of CNA Licensure. Training includes a pre-training model that incorporates employment and computer skills training, as well as real-life realities of the CNA profession. Employer engagement is also incorporated throughout the program delivery design.
 - b. An expansion of CAPI's Healthcare Career Pathways training by increasing the number of people served, who identify as English Language Learners, with CNA training. In addition, CAPI is offering 8 hours of knowledge test practice for NATO exam, and 3 hours of Mental Health First Aid training to increase passage rate of state exam. Programming also offers participant stipends support services, work- readiness, and financial coaching.
- **Manufacturing sector-**

- a. Manufacturing Career Pathway training connecting individuals to manufacturing careers following a flexible, high-touch and hands-on approach to develop skills in metal work, machine operation and precision manufacturing. Training program incorporates work readiness and industry knowledge, industry foundations, and comprehensive support services with job search support upon completion with connection to new and existing employer partners.
 - b. Programming will incorporate paid participation in professional development, empowerment, and employment. Youth Pathways Program will offer career readiness training, hands-on engagement opportunities to explore interests, and then matched to real-world community projects which offers opportunity to earn industry-backed certifications. Upon graduation from Youth Pathways Program, participants can engage in alumni network to ensure success beyond programming and in the field.
- **Green/Energy sector-** Advanced Training program prepares young adults through a combination of innovative, hands-on, field training and classroom-based work readiness and career exploration training to transition from programming directly into employment in the Green/Energy sector with family-supporting salaries.
 - **Finance/Banking sector-** Programming targets serving women and people of color, offering Securities Industry Essentials (SIE) skills training program to qualify individuals for entry- level jobs in the finance sector. GESMN provides customized coaching, support, and work readiness training in conjunction with the SIE training to ensure participant success.
 - **Hospitality sector-** MTP will partner with 9 hotels in Bloomington and Minneapolis by offering comprehensive work readiness and job skills training to prospective new hires. The training incorporates customer service, housekeeping, and culinary occupational skills. Program design also integrates case management, workshops, networking, and job search assistance.
 - **Transportation sector-**
 - a. Centering a culturally specific approach, offering an experiential learning environment, and incorporating mentorship for career development strategies prepares participants for success in MTG's programming. The Driving Beyond Barriers program offers credentialed CDL training and direct access to job opportunities through their employer network. Job placement, career development and financial literacy components are incorporated throughout and MTG offers support services to mitigate barriers.
 - b. In partnership with Interstate Truck Driving School, PDS will support participant's CDL training and incorporate work readiness assessments and training, developing individual training plans, support during CDL training, job placement assistance and job retention.

C.3. [The demographic makeup of the labor force in those sectors as compared to the regional labor force, and how the region will work to close any identified gaps.](#)

Like our partnership with DEED LMI for current economic conditions, we rely on DEED LMI data for our demographic data of the labor force. The data helps local and regional decision makers to project need, examine gaps, and see opportunities to provide demographically specific services. Again, below is a snapshot of recent labor force demographic trends used by the metro

to inform key decisions for investments and planning, such as Drive for Five (*Regional Profile: Twin Cities Metro Area Planning Region, 09/13/2023*):

According to the new 2022 5-year estimates, the Seven-County Metro Area had a labor force size of 1,778,729 people. The labor force includes all persons, 16 years of age and older, who are either employed or unemployed. The bulk of the Metro Area's labor force is made up of those persons in the prime working age group, or those between the ages of 25 and 54 years. In 2022, there were about 1,145,400 people in this group, making up nearly two-thirds (64.4%) of the region's labor force. Those slightly older, between 55 and 64 years, accounted for 16.9% of the region's labor force, equal to nearly 300,000 people. The youngest cohort, between the ages of 16 and 24 years, accounted for 13.5% of the region's labor force, equal to nearly 240,000 people. Finally, those 65 years and over made up 5.3% of the region's labor force, equal to 93,800 people. Combined, those 55 years of age and older accounted for over one-in-five (22.1%) persons in the Metro Area's labor force, equaling a large share close to or at retirement age (Table 1).

With its population 16 years of age and older equaling 2,503,656, the Metro Area had a labor force participation rate of 71.0% in 2022. This was slightly higher than the statewide labor force participation rate of 68.7%, and significantly higher than the national labor force participation rate of 63.5%. By age, highest labor force participation rates are among those between the ages of 25 and 54 years. This is why this age cohort is labeled the prime working age. Labor force participation rates top out at 90.1% for those between 30 and 34 years before gradually declining to 81.9% for those between 55 and 59 years. Such rates then begin to plummet, equaling 65.9% for those between 60 and 64 years, 29.1% for those between 65 and 74 years, and 6.8% for those 75 years and over. Labor force participation rates are also significantly lower for teenagers between 16 and 19 years, equaling 50.3% in 2022 (Figure 1).

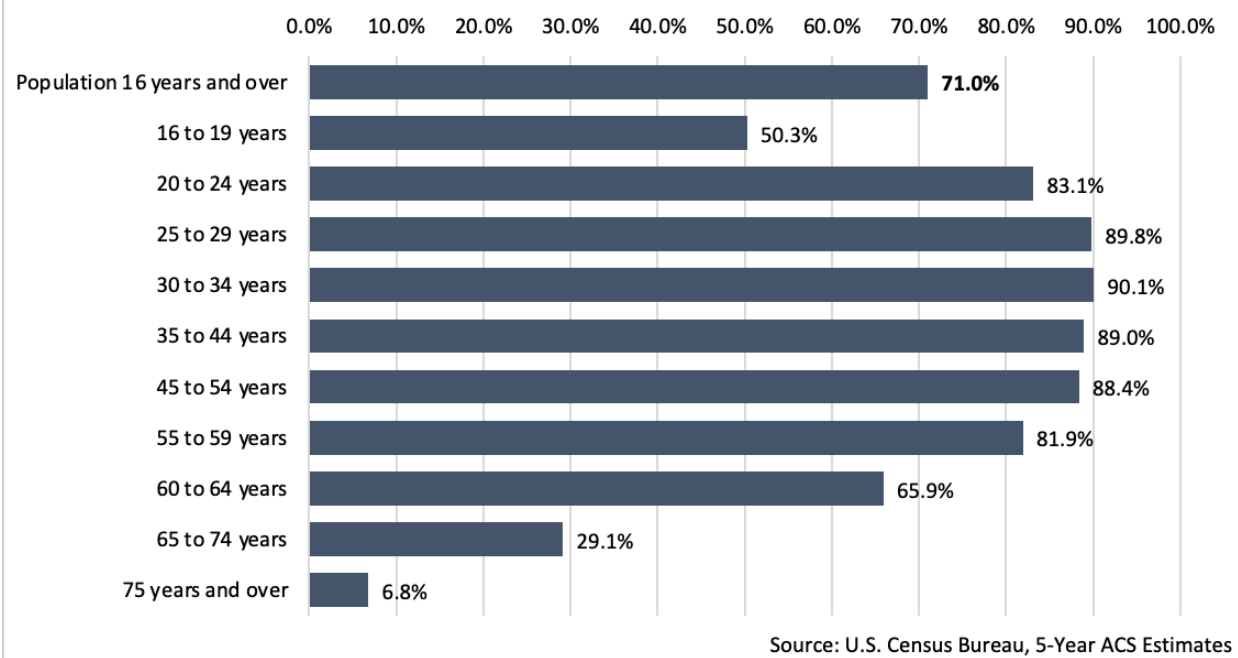
Between the 2017 and 2022 5-year ACS estimates, the labor force participation rate for the total population 16 years of age and older in the Metro Area declined from 72.2% to 71.0%. While this seems a small decline, it is equal to thousands of workers. Data from the [Department of Employment and Economic Development's \(DEED\) Local Area Unemployment Statistics \(LAUS\)](#) backs this trend up. Much of this decline is due to older workers leaving the labor force, largely with retirements. The region is also still recovering from the exodus of workers from the labor market during the COVID-19 recession. According to LAUS data, the Metro Area's labor force was down about 32,100 workers between annual 2020 and 2022.

Table 1. Metro Area Labor Force Characteristics by Age, 2025 5-Year Estimates

Age Cohort	Population	Labor Force	Labor Force Participation Rate	Labor Force Change 2017-2022 Numeric	Labor Force Change 2017-2022 Percent
Population 16 years & over	2,503,656	1,778,729	71.0%	+61,656	+3.6%
16 to 19 years	157,642	79,234	50.3%	+4,519	+6.0%
20 to 24 years	193,205	160,616	83.1%	-799	-0.5%
25 to 29 years	225,314	202,412	89.8%	-468	-0.2%
30 to 34 years	234,004	210,814	90.1%	+5,973	+2.9%
35 to 44 years	439,630	391,054	89.0%	+42,167	+12.1%
45 to 54 years	385,986	341,099	88.4%	-25,103	-6.9%
55 to 59 years	209,166	171,351	81.9%	+1,117	+0.7%
60 to 64 years	195,151	128,601	65.9%	+16,361	+14.6%
65 to 74 years	278,540	81,184	29.1%	+16,299	+25.1%
75 years & over	185,018	12,622	6.8%	+2,573	+25.6%

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

Between the 2017 and 2022 5-year estimates, the Metro Area's labor force expanded by 3.6%. This was equivalent to over 61,600 people. For reference, Minnesota's labor force size expanded by 2.6% during that period. The most significant growth in the Metro Area's labor force was for those persons between the ages of 35 and 44 years (+42,167 people), with those between the ages of 60 and 74 years also expanding by a significant amount (+32,660 people). The most rapid growth was for those persons 75 years and over (+25.6%), as well as those persons 65 to 74 years (+25.1%). Both older age cohorts witnessed labor force growth rates about seven times that as for the total of all people. A large decline in the labor force was witnessed for those persons between the ages of 45 and 54 years (-6.9%; -25,103 people), with smaller declines for those persons between 20 and 24 years (-0.5%; -799 people) and 25 to 29 years (-0.2%; -468 people). Overall, the ACS data clearly highlights [major shifts in the region's labor force](#) for Baby Boomers as well as Millennials. Generation Z is gradually making inroads into the region's labor force as well, with those between 16 to 19 years growing at a rate nearly double the total rate of growth.

Figure 1. Metro Area Labor Force Participation Rates by Age, 2022

While the Metro Area’s labor force has shifted older with time it has also shifted to become more diverse. In 2017, those persons reporting as BIPOC (Black, Indigenous, and people of color) represented approximately 22.8% of the Metro Area’s labor force. This was equivalent to just over 390,700 people. By 2022, the BIPOC share of the region’s labor force was equivalent to nearly 480,000 people, representing approximately 27.0% of the total labor force size. This is a significant shift. In fact, where the BIPOC share of the region’s labor force expanded by 22.7% (+88,812 people) between 2017 and 2022, the white alone, non-Hispanic or Latino share of the labor force contracted by 2.0% (-27,156 people). In other words, recent growth in the Metro Area’s labor force was entirely due to the increasing BIPOC population working in the region (Table 3).

Data from the ACS allows one to analyze specific populations by race and ethnicity. For example, those reporting as Two or More Races experienced, far and away, the most growth in the Metro Area’s labor force between 2017 and 2022. During that period, this population’s labor force presence expanded by 115.1%, equivalent to approximately 46,275 people. This rate of growth was 32 times faster than the total labor force’s rate of growth. At over nine times the growth rate as the total labor force, those reporting as Some other Race followed those reporting Two or More Races for most rapid labor force growth between 2017 and 2022 (+33.3%; +12,526 people) (Figure 2).

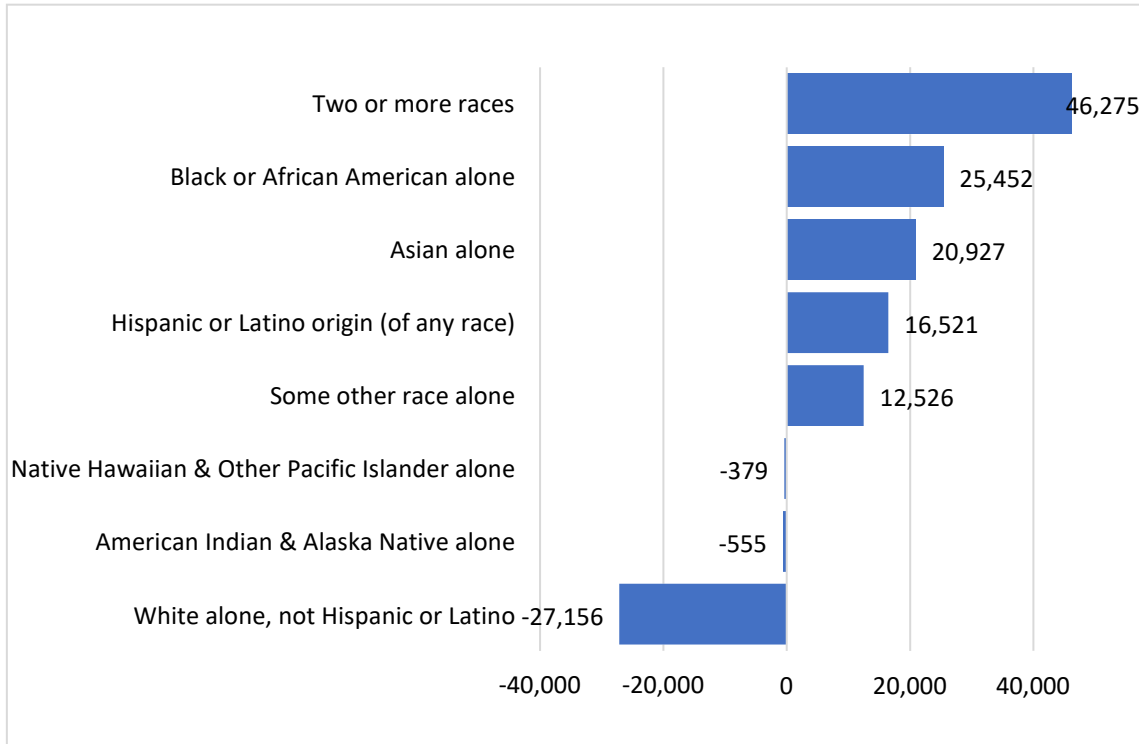
Those reporting as Black or African American (+18.8%; +25,452 people) and those reporting as Asian (+17.9%; +20,927) also witnessed rapid and significant growth in the labor force. Those reporting Hispanic or Latino origins (of any race) experienced a similar

growth rate to those reporting as Black or African American and Asian (+17.4%; +16,521 people).

Losses in the Metro Area’s labor force between 2017 and 2022 were witnessed by those reporting as white alone (especially concentrated among the subset being white alone, not Hispanic or Latino), Native Hawaiian and Other Pacific Islander (-46.3%; -379 people), and American Indian and Alaska Native (-6.9%; -555 people).

While the Metro Area’s labor force is becoming more diverse with time, about three quarters of the region’s workers report being white alone (1,335,828 people). This is followed in size by those workers reporting as Black or African American (9.0%; 160,952 people), those reporting as Asian or other Pacific Islander (7.8%; 138,158 people), those reporting Two or More Races (4.9%; 86,493 people), those reporting Some other Race (2.8%; 50,174 people), and those reporting as American Indian or Alaska Native (0.4%; 7,538 people). Those reporting as Hispanic or Latino (of any race) account for 6.3% of the region’s labor force, equivalent to approximately 111,508 people (Figure 3).

Figure 2. Metro Area Labor Force Change by Race and Ethnicity, 2017-2022.



Source: U.S. Census Bureau; 5-Year ACS Estimates.

Table 4. Metro Area Labor Force Statistics by County 2022 5-Year Estimates

Area	White, Not Hispanic or Latino Labor Force			BIPOC Labor Force			
	2022	Change, 2017-2022		2022	2022 Share	Change, 2017-2022	
		Numeric	Percent			Numeric	Percent
Anoka County	161,434	-6,055	-3.6%	41,497	20.4%	+12,604	+43.6%
Carver County	53,172	+1,070	+2.1%	7,222	12.0%	+2,180	+43.3%
Dakota County	190,979	-5,444	-2.8%	58,099	23.3%	+13,672	+30.8%
Hennepin County	516,175	-5,922	-1.1%	219,061	29.8%	+32,691	+17.5%
Ramsey County	188,371	-12,663	-6.3%	108,955	36.6%	+15,129	+16.1%
Scott County	70,613	+2,309	+3.4%	16,847	19.3%	+4,625	+37.8%
Washington County	118,456	-452	-0.4%	27,847	19.0%	+7,911	+39.7%
Metro Area	1,299,201	-27,156	-2.0%	479,528	27.0%	+88,812	+22.7%
Minnesota	2,480,000	-48,150	-1.9%	637,089	20.4%	+126,397	+24.8%

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

Figure 3. Metro Area Labor Force Distribution by Race, 2022

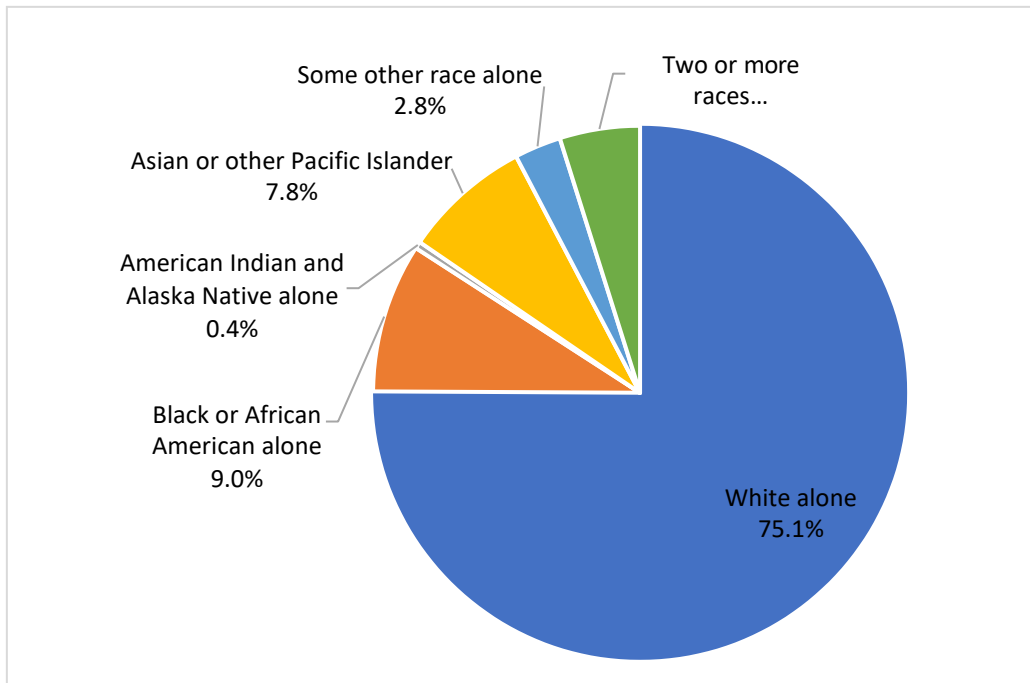


Table 3. Metro Area Labor Force Characteristics by Race and Ethnicity, 2022 5-Year Estimates

Race or Ethnicity	Population	Labor Force	Labor Force Participation Rate	Labor Force Change 2017-2022	
				Numeric	Percent
Population 16 years and over	2,503,656	1,778,729	71.0%	+61,656	+3.6%
White alone	1,903,473	1,335,828	70.2%	-41,219	-3.0%
Black or African American alone	222,795	160,952	72.2%	+25,452	+18.8%
American Indian and Alaska Native alone	12,566	7,538	60.0%	-555	-6.9%
Asian alone	185,079	137,719	74.4%	+20,927	+17.9%
Native Hawaiian and Other Pacific Islander alone	616	439	71.3%	-379	-46.3%
Some other race alone	65,480	50,174	76.6%	+12,526	+33.3%
Two or more races	113,647	86,493	76.1%	+46,275	+115.1%
Hispanic or Latino origin (of any race)	143,227	111,508	77.9%	+16,521	+17.4%
White alone, not Hispanic or Latino	1,856,809	1,299,201	70.0%	-27,156	-2.0%
BIPOC	646,847	479,528	74.1%	+88,812	+22.7%

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

C. 4 How the local board will make opportunities in these areas known to customers, including employers and job seekers, and how the local board will create, modify, or expand responsive workforce development programs and initiatives.

The diversity of local area service delivery models throughout of Metro, including fully decentralized to centralized through a county government structure, means the dissemination of information and opportunities differs across the region. However, each local area and as a region partner closely and will work for closer alignment with the Governor’s Workforce Development Board to explore new opportunities and ways to broaden messaging about ways to connect. The strategies deployed across the metro area are designed to be easily adapted to changing economic or social conditions.

While each area works differently, the metro coordinates key messages regarding sector strategies, helping to coordinate communication and outreach to employers and sector stakeholders. Further, each area, in connection with one-another, uses its locally elected officials in different ways to coordinate and promote program offerings. Again, due to the various structures, each area draws on their strengths to promote the economic health of the region. The strategy differs from outreach to job seekers which is much more tailored to the local area where programmatic offerings, locations, times, etc. may differ according to who the program operator is.

C.5 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.

Adaptation to changing economic conditions and job seeker needs will continue to be a focus of the Metro Region. Following the monumental shifts forced upon workforce development systems and structures because of Covid 19, and subsequent federal investments in local areas through ARPA funding, the region will use the tools and techniques learned during those years to continue to innovate and pursue a more responsive system for employers and employment and training partners. This includes the use of broad networking events, virtual roundtables, virtual/hybrid/in person career fairs, job clubs, and other participant facing activities. Further, new strategies like an Apprenticeship Outreach Office in North Minneapolis will be piloted to test a new strategy to recruit and connect job seekers from BIPOC and other under-represented communities to employers and opportunities in apprenticeships and align employment and training to the Department of Labor and Industry.

Further, to increase the access to quality employment services for youth and young adults, Ramsey County is working to increase alignment and decrease duplication in the youth workforce ecosystem. The county, in partnership with the Suburban Ramsey Family Collaborative and other partners created Youth Works, a network of youth employment professionals that meet regularly to support each other and the wider community. In 2021, the Ramsey County Board of Commissioners and the Saint Paul City Council, invested nearly \$25 million of American Rescue Plan Act resources to support the ecosystem and this created an opportunity to work more closely with government, education, non-profit and employer partners. This work has included scanning and surveying the partners in the ecosystem to understand what supports are and are not available to our young people. Currently, the core ecosystem partners are working together on a shared strategic plan to enhance and improve the experience for young people receiving employment services in Ramsey County, regardless of program, funding stream or provider.

C.6 Describe how the entities responsible for participating in this process will be selected, including their expected roles and responsibilities.

For the Metro Region to be successful as a system working to support 3 million residents and millions of jobs, the metro leadership believes in an all-hands-on-deck approach to participation. This work cannot be done in traditional silos and within categorical funding. While those realities will exist despite our alignment efforts, it will be an approach that admits those silos exist but works creatively to find alternative solutions to shared challenges. Examples include working closely with housing partners within our own structures closely, economic development teams across the metro, k12/Adult Education partners, and transportation providers to work towards that more aligned and responsive system.

C.7 Describe how outcomes will be determined in terms of employment and training services. To understand the impact of regional strategies in a complicated, diverse, and multifaceted metro, outcomes of employment and training services will need to be assessed in multiple ways, two examples are:

1. Traditional WIOA measures will continue to be paramount to the local boards and by extension the Regional Oversight Committee. These measures are foundational to the local relationship to the State of Minnesota and to the federal government.
2. Assessment of regional economic health of all communities and demographics. The Metro region is home to the most diverse cities, communities, and neighborhoods in the state. For all to prosper in the Minnesota economy, disparity reduction between White Non-Hispanic and BIPOC residents and between White Non-Hispanic and those with barriers to employment, be it age, language, justice involved, persons with disabilities, must be part of the regions outcomes measures. While many of these indicators are macro in scale, and no one system can be responsible for total disparities reduction, the systems and structures must work together in alignment to address these long standing social and economic challenges faced by many in our communities.

Local Plan Template

SECTION A: LOCAL BOARDS VISION, GOALS AND STRATEGIES

A.1. Describe the local area board's strategic vision for preparing a skilled workforce and how it aligns with the State's Vision, Goals and Strategies.

The Dakota-Scott Workforce Development Board (WDB) focuses on partnerships, collaboration, and workforce needs.

Our mission statement is "The Dakota-Scott WDB leads, collaborates and provides linkages that facilitate equity-informed workforce planning and supports economic development providing individuals, families, employers and the community opportunities to transform lives through meaningful employment."

Our vision statement is "To be an inclusive and equitable workforce development system that benefits employers and job seekers so that residents have the competencies, employment skills, and education to support themselves and their families, and employers will have access to the skilled and educated workforce necessary to remain competitive in a dynamic global economy."

Key strategies from the WDB's Plan of Work (POW) include:

- Surveying stakeholders to measure existing awareness and identifying gaps to make connections and increase awareness
- Bring education and businesses together to identify ways they can collaborate to benefit workforce

These strategies align directly with the State's vision, goals and strategies including inclusivity, partnership, data driven solutions, and industry sector focus.

A.2. Describe the local area board's goals for preparing an educated and skilled workforce, including youth, individuals with barriers to employment, and individuals underrepresented in the local labor force.

To meet the WDB's education and training goals, we partner with our local education and training providers.

Federal and state funding received by the WDA is measured for outcomes against goals the local areas set in partnership with the state and performance metrics are outlined for all programs which measure skill and credential attainment. Performance and other measures are shared regularly with the Evaluation Committee, Executive Committee, and WDB. In addition, the American Rescue Plan Act (ARPA) allowed Dakota County to invest in new and innovative free training programs through a Workforce Mobility Program through Dakota County Technical College and Inver Hills Community College. These programs include Boiler Operation, Class A CDL, Welding, Certified Nursing Assistant, Phlebotomy, Intro to Early Childhood Education, and Emergency Medical Technician. A similar program is currently being offered in Scott and Carver

counties. These programs include Boiler Operation, Pharmacy Technician, and Certified Nursing Assistant/Medication Aide.

We continue to work on improving outreach by partnering with our libraries and other community partners to increase awareness of services available to those underrepresented in the local labor force.

For youth, our state and federal programs serve many individuals with one-on-one counseling. Additionally, the WDB's youth committee continues to come up with other ways to connect with youth including Traitify, an innovative tool which anyone can access online. Within 90 seconds, and choosing from a series of photos, an individual can receive a personality assessment and the correlating careers. We also work closely with Vocational Rehabilitation Services to serve people who have disabilities. Finally, we have strong connection with the Dakota County jail to meet with inmates and provide employment resources.

A.3. Describe how these goals relate to the performance accountability measures based on the primary indicators to support regional economic growth and economic self-sufficiency.

The WDB has an economic development representative on the board. We also have a regional analyst from the Minnesota Department of Employment and Economic Development (DEED) as a member of our Evaluation Committee. This provides many opportunities both for the committee and the WDB to look at data such as employment trends and industry statistics, specific to Dakota County and Scott County, with relation to identifying self and family sustaining wage occupations. The information is used to help identify and educate our future and current workforce on best opportunities.

A.4. Describe the strategy to work with the entities within your local workforce development area that carry out the core programs to align resources available to the local area to achieve the strategic vision and goals of the local area board and the state.

The WDB has created a community partners group that meets quarterly to better align services, discuss needs and gaps of service, and increase awareness of partner missions. This strongly aligns with both the state and local areas strategic vision.

A.5. Describe a best practice or area of strength of the local area as it relates to the State's Vision, Goals and Strategies that should be considered for replication or scale across the state.

Our local area has committed deeply to connecting more employers to the publicly funded workforce system. In the last year, we started a speaker's series focused on connecting employers and community partners and addressing significant topics and needs. We also have had both virtual and in-person workshops on the following topics: The Changing Landscape of Leading Today's Workforce, We Are All Criminals, Earned Sick and Safe Time Legislation (two sessions), and How to Begin an Apprenticeship Program.

These workshops have led to collaboration and resource sharing across all workforce services and programming in the county to benefit Dakota County and Scott County employers.

A.6. Describe the sectors or occupations of focus for the local area board, including:

a. How those sectors compare to the sectors of focus within your workforce region.

Dakota County

According to the Minnesota Department of Employment and Economic Development's (DEED) Quarterly Census of Employment and Wages (QCEW), Dakota County had 11,709 establishments supplying 187,751 covered jobs in annual 2023. As such, Dakota County makes up about 6.5% of Minnesota's total employment and about 10.7% of the Seven-County Metro Area's total employment. Dakota County is the state's 3rd largest-employing county.

Health Care and Social Assistance is Dakota County's largest-employing industry, with 1,885 establishments supplying 24,168 covered jobs. Retail Trade is the county's second largest-employing industry, with 1,136 establishments supplying 23,750 covered jobs. Together, these two industries account for one-quarter (25.5%) of Dakota County's total employment. Manufacturing, with 468 establishments supplying 19,774 jobs, accounts for a further 10.5% of Dakota County's total employment. Other industries making up more than 5.0% of the county's total employment include Accommodation and Food Services; Transportation and Warehousing; Educational Services; Construction; and Finance and Insurance (Table 1).

Location quotients provide for further analysis of Dakota County's industry employment. Location quotients are a measurement of an industry's employment concentration in a specified geography relative to that industry's concentration in a larger benchmark region. When analyzing Dakota County's industry employment against Minnesota's, industry concentrations for Dakota County are high for the following: Transportation and Warehousing; Information; Retail Trade; Other Services; and Construction.

Zooming in to more in-depth industries, Dakota County has high concentrations of employment in the following: Support Activities for Transportation; Truck Transportation; Beverage and Tobacco Product Manufacturing; Couriers and Messengers; Pipeline Transportation; Rental and Leasing Services; Crop Production; Insurance Carriers and Related industries; Transit and Ground Passenger Transportation; Motor Vehicles and Parts Dealers; Waste Management and Remediation Services; Repair and Maintenance; Personal and Laundry Services; Primary Metal Product Manufacturing; Furniture and Related Product Manufacturing; Heavy and Civil Engineering Construction; Plastics and Rubber Products Manufacturing; and Specialty Trade Contractors.

Industry	Number of Jobs	Share of Jobs	Number of Firms	Total Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	187,751	100.0%	11,709	\$13,092,944	\$69,732
Health Care and Social Assistance	24,168	12.9%	1,885	\$1,346,256	\$55,640
Retail Trade	23,750	12.6%	1,136	\$925,520	\$38,948
Manufacturing	19,774	10.5%	468	\$1,652,290	\$83,564
Accommodation and Food Services	15,311	8.2%	767	\$391,384	\$25,532
Transportation and Warehousing	14,660	7.8%	460	\$1,055,638	\$72,020
Educational Services	13,834	7.4%	310	\$815,148	\$59,332
Construction	10,717	5.7%	1,072	\$1,009,955	\$94,380
Finance and Insurance	9,581	5.1%	620	\$1,067,849	\$111,228
Wholesale Trade	8,911	4.7%	714	\$819,640	\$91,988
Administrative and Support Services	8,417	4.5%	604	\$419,578	\$49,764
Professional, Scientific, and Technical Services	8,095	4.3%	1,285	\$809,335	\$99,944
Other Services	7,088	3.8%	1,199	\$331,021	\$46,696
Public Administration	5,894	3.1%	78	\$418,717	\$71,136
Information	5,271	2.8%	209	\$594,357	\$112,372
Management of Companies	4,443	2.4%	91	\$696,548	\$156,832
Arts, Entertainment, and Recreation	3,837	2.0%	212	\$453,285	\$119,808
Real Estate and Rental and Leasing	2,253	1.2%	519	\$152,301	\$67,600
Agriculture	1,100	0.6%	60	\$45,800	\$41,964
Utilities	533	0.3%	13	\$76,330	\$143,156
Mining	109	0.1%	9	\$11,992	\$108,992

Source: DEED Quarterly Census of Employment and Wages

Scott County

According to the Minnesota Department of Employment and Economic Development's (DEED) Quarterly Census of Employment and Wages (QCEW), Scott County had 3,925 establishments supplying 60,632 covered jobs in annual 2023. As such, Scott County makes up about 2.1% of Minnesota's total employment and about 3.5% of the Seven-County Metro Area's total employment. Scott County is the state's 9th largest-employing county.

Transportation and Warehousing is Scott County's largest-employing industry, with 148 establishments supplying 9,544 covered jobs. Accommodation and Food Services is the county's second largest-employing industry, with 262 establishments supplying 7,275 covered jobs. Together, these two industries account for one-quarter (27.7%) of Scott County's total employment. Manufacturing, with 180 establishments supplying 6,233 jobs, accounts for a further 10.3% of Scott County's total employment. Other industries making up more than 5.0% of the county's total employment include Retail Trade; Construction; Health Care and Social Assistance; Educational Services; and Wholesale Trade (Table 2).

Location quotients provide for further analysis of Scott County's industry employment. Location quotients are a measurement of an industry's employment concentration in a specified geography relative to that industry's concentration in a larger benchmark region. When analyzing Scott County's industry employment against Minnesota's, industry concentrations for Scott County are high for the following: Transportation and Warehousing; Arts, Entertainment, and Recreation; Construction; and Accommodation and Food Services.

Zooming in to more in-depth industries, Scott County has high concentrations of employment in the following: Textile Product Mills; Accommodation; Printing and Related Support Activities; Nonmetallic Mineral Product Manufacturing; Waste Management and Remediation Services; Heavy and Civil Engineering Construction; Amusement, Gambling, and Recreation Industries; Specialty Trade Contractors; Construction of Buildings; Food and Beverage Stores; Rental and Leasing Services; Executive, Legislative, and Other General Government Support; Repair and Maintenance; Merchant Wholesalers of Nondurable Goods; Computer and Electronic Product Manufacturing; Personal and Laundry Services; and Motor Vehicle and Parts Dealers.

Table 2. Scott County Industry Statistics, Annual 2023

Industry	Number of Jobs	Share of Jobs	Number of Firms	Total Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	60,632	100.0%	3,925	\$3,601,659	\$59,384
Transportation and Warehousing	9,544	15.7%	148	\$413,051	\$43,212
Accommodation and Food Services	7,275	12.0%	262	\$252,457	\$34,684
Manufacturing	6,233	10.3%	180	\$547,183	\$87,776
Retail Trade	5,984	9.9%	305	\$220,251	\$36,764
Construction	5,975	9.9%	565	\$513,494	\$85,540
Health Care and Social Assistance	5,659	9.3%	626	\$325,853	\$57,564
Educational Services	4,180	6.9%	80	\$239,373	\$56,992
Wholesale Trade	3,082	5.1%	206	\$274,578	\$89,128
Public Administration	2,688	4.4%	32	\$189,873	\$70,720
Administrative and Support Services	2,305	3.8%	256	\$121,995	\$52,884
Arts, Entertainment, and Recreation	2,284	3.8%	93	\$72,795	\$33,072
Other Services	2,031	3.3%	361	\$88,503	\$43,576
Professional, Scientific, and Technical Services	1,439	2.4%	379	\$173,416	\$120,692
Finance and Insurance	694	1.1%	159	\$60,198	\$86,476
Real Estate and Rental and Leasing	442	0.7%	144	\$34,059	\$77,116
Information	267	0.4%	61	\$20,942	\$78,260
Utilities	211	0.3%	10	\$23,134	\$109,720
Management of Companies	144	0.2%	24	\$19,654	\$138,372
Agriculture	126	0.2%	28	\$5,312	\$42,068
Mining	65	0.1%	7	\$5,541	\$84,968

Source: DEED Quarterly Census of Employment and Wages

b. The demographic makeup of the labor force in those sectors as compared to the local labor force, and how the local area will work to close any identified gaps;

Demographic Analysis

**Table 1. Dakota County Industry Demographic, Q2 2023
Sorted by Number of Jobs**

Industry Sector	Number of Jobs	White	Race other than White	Hispanic or Latino (of any race)	Male	Female
Total, All Industries	179,279	82.8%	17.2%	7.0%	51.8%	48.2%
Health Care and Social Assistance	22,285	72.4%	27.6%	5.9%	22.6%	77.4%
Retail Trade	21,136	80.7%	19.3%	8.5%	52.1%	47.9%
Manufacturing	20,529	76.2%	23.8%	9.9%	72.1%	27.9%
Educational Services	14,352	91.9%	8.1%	3.5%	26.2%	73.8%
Accommodation and Food Services	13,468	78.6%	21.4%	14.7%	46.6%	53.4%
Construction	10,551	92.8%	7.2%	7.4%	82.9%	17.1%
Finance and Insurance	9,783	85.7%	14.3%	3.6%	38.9%	61.1%
Transportation and Warehousing	9,583	79.0%	21.0%	5.8%	75.7%	24.3%
Wholesale Trade	9,507	90.3%	9.7%	5.1%	69.3%	30.7%
Administrative and Support Services	9,440	78.7%	21.3%	10.6%	56.5%	43.5%
Professional, Scientific, and Technical Services	8,585	89.3%	10.7%	3.2%	53.1%	46.9%
Other Services	7,038	82.3%	17.7%	6.6%	43.4%	56.6%
Information	5,819	88.9%	11.1%	2.9%	56.3%	43.7%
Public Administration	5,290	91.0%	9.0%	3.6%	52.7%	47.3%
Management of Companies	4,540	88.5%	11.5%	3.9%	56.7%	43.3%
Arts, Entertainment, and Recreation	3,543	88.1%	11.9%	4.9%	49.8%	50.2%
Real Estate and Rental and Leasing	2,193	85.6%	14.4%	6.9%	54.4%	45.6%
Agriculture, Forestry, Fishing and Hunting	1,054	93.3%	6.7%	13.4%	55.7%	44.3%
Utilities	451	89.4%	10.6%	2.7%	77.2%	22.8%
Mining, Quarrying, and Oil and Gas Extraction	132	97.7%	2.3%	2.3%	89.4%	10.6%

Source: Bureau of Labor Statistics, Quarterly Workforce Indicators

Table 2. Scott County Industry Demographic, Q2 2023
Sorted by Number of Jobs

Industry Sector	Number of Jobs	White	Race other than White	Hispanic or Latino (of any race)	Male	Female
Total, All Industries	52,086	86.1%	13.9%	6.8%	54.2%	45.8%
Accommodation and Food Services	7,663	80.5%	19.5%	10.0%	46.7%	53.3%
Manufacturing	6,030	83.3%	16.7%	8.8%	72.7%	27.3%
Construction	5,847	94.0%	6.0%	6.6%	86.5%	13.5%
Retail Trade	5,734	85.6%	14.4%	6.8%	53.9%	46.1%
Health Care and Social Assistance	5,508	77.8%	22.2%	5.6%	21.7%	78.3%
Educational Services	4,025	93.6%	6.4%	3.6%	25.7%	74.3%
Wholesale Trade	3,243	88.0%	12.0%	7.0%	70.7%	29.3%
Public Administration	2,624	90.4%	9.6%	3.9%	49.5%	50.5%
Administrative and Support Services	2,354	83.3%	16.7%	12.4%	60.4%	39.6%
Other Services	1,996	88.4%	11.6%	4.3%	44.3%	55.7%
Transportation and Warehousing	1,892	85.5%	14.5%	4.7%	70.2%	29.8%
Arts, Entertainment, and Recreation	1,856	86.0%	14.0%	4.6%	51.1%	48.9%
Professional, Scientific, and Technical Services	1,353	90.5%	9.5%	3.7%	51.1%	48.9%
Finance and Insurance	746	92.2%	7.8%	2.8%	41.4%	58.6%
Information	351	89.7%	10.3%	4.0%	52.1%	47.9%
Real Estate and Rental and Leasing	285	88.4%	11.6%	4.6%	47.7%	52.3%
Utilities	213	96.2%	3.8%	1.9%	72.8%	27.2%
Management of Companies	189	89.9%	10.1%	6.9%	63.5%	36.5%
Agriculture, Forestry, Fishing and Hunting	110	91.8%	8.2%	N/A	60.9%	39.1%
Mining, Quarrying, and Oil and Gas Extraction	68	98.5%	1.5%	N/A	91.2%	8.8%

Source: Bureau of Labor Statistics, Quarterly Workforce Indicators

c. How the local board will make opportunities in these areas known to customers, including employers and job seekers, and how the local board will create, modify or expand responsive workforce development programs and initiatives.

We offer events, in collaboration with community partners, that help address these gaps. We offer a variety of workshops to job seekers that include topics such as Interview Preparation, Career Exploration, Job Seeker Q&A Sessions, Dislocated Worker Online Information Sessions, Networking for Introverts, Basic Computer Skills, CareerForce on the Go, Basic Word Skills, Overcoming Barriers to Careers, Resume Essentials, and more. We provide hiring events in both Dakota County and Scott County to help connect job seekers with businesses in our local areas.

As business needs change, we modify and update our approaches to make sure job seekers are in the best position to respond to local workforce needs. Events are publicized via NeoGov, LinkedIn, Facebook, counselors and emails.

A.7. Describe the process used by the local area board to provide opportunity for public comment, including comment by representatives from businesses and comment by representatives of labor organizations, and input into the development of the local plan, prior to submission of the plan.

The draft of the regional and local plan will be published on the Dakota County website for 30 days and will be shared with the Evaluation Committee, Executive Committee, and WDB. In addition, questions were shared with various partners for feedback and responses were added to the draft. All comments received by the designated deadline will be reviewed and considered. The final draft will be approved by the WDB prior to submission to DEED.

A.8. Describe how the local area is working together to prepare the workforce for state and federal investments in the Bipartisan Infrastructure Law (BIL), the Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act, and the Inflation Reduction Act (IRA) (collectively referred to as Investing in America (IIA)).

This will be coordinated at the regional level among the six local areas. Each local WDB will provide input as to the impacts these various requirements will have on their area. It's likely that the impacts will be different in each area.

SECTION B: PROGRAM OPERATIONS

CareerForce Operations – Connection to Services

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

DEED designated Dakota-Scott Counties as LWDA 14. Also, pursuant to section 107 of WIOA, LWDA 14 is designated to be included in the Regional Workforce Development Area 4 as a regional planning area which includes Hennepin County, Dakota-Scott Counties, Anoka County, Washington County, Carver County, and the City of Minneapolis. The Regional Board Governance Structure includes Local Workforce Development Board (LWDB) Directors and Local Elected Officials from each of the six metro workforce boards. These LWDBs coordinated the development of the Regional Plan.

Region 4 works collaboratively with joint updates of shared activities to board chairs and locally elected officials and convenes annually as a region. The LWDB directors meet weekly to align efforts, many of which are outlined in the Regional Plan.

The WDB, also known as the LWDB, sets the strategic direction of workforce development initiatives under the workforce development legislation passed into law in 2014, known as WIOA and includes Title I (Workforce Development), Title II (Adult Education and Literacy), Title III (Wagner-Peyser) and Title IV (Vocational Rehabilitation).

Local areas have the authority to determine where and what type of sites should be offered. Dakota-Scott has three CareerForce Centers: two local affiliate sites (West St. Paul and Shakopee) and one comprehensive site (Burnsville).

Our West St. Paul and Shakopee sites are located in County facilities and allow residents who are utilizing county services like financial assistance, social services, or other programming the ability to also utilize our services.

Our Burnsville site is a stand-alone site and is comprised of core partners providing services and resources while sharing the space to make it easier to access. The comprehensive site is managed through a partnership of our shared space for program specific services and resources. Staff from all core partners are housed and/or use space at the centers.

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

The CareerForce Center Partners will collaborate to ensure all required and needed services are available to individuals and businesses. There is close communication amongst the three site managers. In addition, the CareerForce Committee meets monthly, and consists of both WDB members and partner staff, to ensure good communication and discussion of service delivery. Services provided by each Partner will depend on their respective eligibility requirements. Each location offers services to universal customers. To generate referrals, staff provide individuals with information on the full array of applicable and appropriate program services available through all one-stop partners. Referrals are then shared with appropriate program staff in accordance with data privacy requirements.

All referrals and outcomes of referrals are documented and tracked through available data systems, including Minnesota Works, Workforce One, and agency-specific internal tracking mechanisms.

All CareerForce locations offer services in person and in phone/virtual platforms to both the universal customer as well as enrolled program participants during the week – Monday through Friday from 8:00 a.m. to 4:30 p.m. for West St. Paul and Shakopee and Tuesday through Thursday from 8:00 a.m. to 4:30 p.m. in Burnsville. The CareerForce Center offers self-service, 1:1 assistance, and group classes or workshops for area job seekers. The Career Lab has computers, printers, phones, fax machines, and private rooms for consultations with clients or when special circumstances arise.

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

Our local area has a strong partnership and relationship with the various members who participate in our Memorandum of Understanding (MOU). The MOU outlines a career matrix which lists each partner and the various roles they play both onsite and virtually. This resource is used to ensure awareness and coordination of service providers within our local area. Programming includes: WIOA Adult, WIOA Dislocated Worker, State Dislocated Worker, Minnesota Youth Program, WIOA Youth, Adult Basic Education (ABE), Wagner-Peyser, State Services for the Blind (SSB), Vocational Rehabilitation Services (VRS), Minnesota Family Investment Program (MFIP), Supplemental Nutrition Assistance Program (SNAP) Employment & Training, CTE Post-Secondary/Perkins, Trade Adjustment Assistance, Senior Community Service Employment Program (SCSEP) - Scott County only, Veterans Services, and Unemployment Insurance (UI).

Communication is important. Several monthly program specific meetings for dislocated worker, adult, and MFIP programs along with a quarterly building meeting helps make sure information is shared both within and across programs.

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

West St. Paul and Shakopee CareerForce locations are within County buildings. We coordinate with other departments (for example, Social Services and Veterans) to expand the awareness of our services and to provide warm hand-offs when appropriate. We also have various program staff onsite at our Burnsville location to allow participants an opportunity to meet with County service providers at a location closer to them.

We work with local Chambers in both Dakota and Scott counties to increase awareness of our services and to participate in their events and they in ours.

We partner with our local libraries for events like the Teen Job Fair which is offered during non-traditional hours, and we team with them to offer workforce related workshops and participate in other events outside of traditional days and hours.

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

All Career Services are offered at all three of our locations both in-person and virtually. Youth services and individuals with barriers to employment or access are a priority. Each of our locations also offer adaptive technology. We continue to review and expand our services.

B.6. Describe how the local area board will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.

Career Force locations provide job search assistance, computer use and internet and/or free Wi-Fi access to assist job seekers. We partner with local libraries who offer evening and weekend hours. We also offer many services and workshops virtually.

We continue to work with the county to expand social media communication, especially for youth engagement. Email distribution lists are used to inform participants of upcoming events and services.

B.7. Describe how the one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and programs carried out by one-stop partners.

All LWDA's, public and nonprofit partners included, are using Workforce One (WF1) as the primary tool for capturing intake and case management. Participant goals, activities, progress, eligibility information and co-enrollment in programs can be tracked in this system. Electronic signature functionality was recently added with the use of AdobeSign for most common documents to give greater portability in obtaining signatures from participants without having to print documents.

Other newly added technology-enabled options include:

- A Vocational Rehabilitation Services mobile app for case management which was recently made available to staff and customers.
- Adult and dislocated worker applications are now available on the Dakota County website providing applicants an option to complete and sign their application electronically.
- Dakota County staff are now using DocuSign as another way to allow participants to sign documents without having to print them and/or sign in-person.

Also of note, all three of our CareerForce locations have staff assisted Career Labs where connections to workforce program intake and services can occur.

B.8. Describe how supportive services, such as transportation and other needs, will be coordinated to better serve individuals with specific barriers to training, education and employment.

Supportive services are available to program-enrolled participants for participation in employment and training services and are provided on a case-by-case basis. These could include, but are not limited to, assistance with transportation, childcare, housing, work clothes or tools, books and school supplies, payment for tests and certifications, and many others.

An individualized financial needs analysis is conducted at program enrollment and periodically reviewed with their counselor. Employment counselors will work with individuals to determine root causes. Support services will then be used to support these root causes and to encourage participation in activities that will move individuals beyond just participation in the program but toward career pathways and self-sufficiency. Each program has specific allowable costs based both on funding source requirements and individual support needs. Policies are in place to ensure supportive service needs are assessed and monitored and that funds are appropriate for services. Additionally, making referrals to community resources and leveraging partnerships are utilized as a holistic approach to supporting people who experience barriers to employment.

If academic readiness is a barrier to furthering educational goals or employment, participants are referred to ABE.

VRS provides supportive services to eligible participants in conjunction with their employment plan.

The LWDA is working on ways to address transportation needs to areas outside of the larger cities. Minnesota Valley Transit Authority (MVTA), Lyft, Uber, and other resources are being looked at as potential opportunities to address needs.

CareerForce Operations - Accessibility

B.9. Describe strategies that will be used to leverage technology for services and ensure compliance with accessibility standards.

Virtual services are primarily accessed through the CareerForce website. All State of MN and County websites are fully compliant with federal regulations for accessibility standards. For customers who are Deaf and Hard of Hearing, staff are comfortable using the customer's chosen method for communication including but not limited to computer/phone applications (i.e.: voice to text apps). Video-based ASL interpreters are available if needed. Interpreters and documents in multiple languages are also used to ensure accessibility.

B.10. Describe the replicated cooperative agreements (as defined in section 107(d)(11) of WIOA) between the local area board or other local entities described in section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated state agency or designated state unit administering programs carried out under title I of such Act (29 U.S.C. 720 et seq.) (other than section 112 or part C of that title (29 U.S.C. 732, 741) and subject to section 121(f)) in accordance with section 101(a)(11) of such Act (29 U.S.C. 721(a)(11) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

The local Workforce Development Board and Vocational Rehabilitation Services collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. To the extent possible, services are co-located in CareerForce Centers to provide access to a wide variety of services.

B.11. Describe how entities within the one-stop delivery system will comply with section 188 of WIOA, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990, regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

Our CareerForce Centers and all entities within the one-stop delivery system comply with WIOA section 188 and the ADA and meets all accessibility standards.

CareerForce Operations – EEO Compliance

B.12. The local workforce development area and their partners are aware of the responsibilities of the Equal Opportunity Officer, including attending DEED sponsored EO Training?

Yes X

B.13. The local workforce development area is aware of and conducts annually a physical and program accessibility review.

Yes X

B.14. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the [regulations](#)?

Yes X

B.15. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the [regulations](#)?

Yes X

B.16. Does the local workforce development area have in place a [language access policy and plan](#)? Describe your local workforce development areas language access policy. If you do not have a policy in place, use the following link as a guide in creating your policy [Language Access Assessment and Planning Tool for Federally Conducted and Federally Assisted Programs \(lep.gov\)](#). This link on pages 9-15 includes sample assessments, questions and information on: 1) Understanding how LEP individuals interact with your agency; 2) Identification and assessment of LEP Communities; 3) Providing language assistance services; 4) Training of staff on policies and procedures; 5) Providing notice of language assistance services. Should you have questions pertaining to your LWDA's language access policy contact the Office of Diversity and Equal Opportunity at DEED.ODEO@state.mn.us

Yes X

B.17. Describe the affirmative outreach strategies your local workforce development area will employ to recruit participants that are representative of the populations in your region. (You may also attach an outreach or engagement plan if one exists for your LWDA).

We have excellent partnerships throughout Dakota County and Scott County including local libraries, non-profits, educational institutions, local businesses, etc. We engage in outreach activities with our partners and host many collaborative events. We support outreach in a variety of ways including, but not limited to, events at local libraries, WDB sponsored events, hiring events, our Career Lab, and many others.

CareerForce Partners

B.18. Describe the roles and resource contributions of the one-stop partners.

All of the roles, programs, and resource contributions are defined and outlined in our MOU and Infrastructure Agreement (IFA) as required by WIOA. We have a matrix for each location that identifies each partner, what services or programs they provide, delivery of services, activities, method of referrals, and more. We recognize priority of service with regards to veterans and their family members and other WIOA program requirements. The IFA is based on where the partners are located with dedicated space and shared or common space when they are not collocated. All programs and services are available to participants regardless of partner location and are adjusted based on the individual and program services needed.

Onsite core partners and roles of the one-stop include:

1. Dakota-Scott Workforce Services: WIOA administrative entity and staff to the WDB; Diversionary Work Program (DWP), and Supplemental Nutrition Assistance Program (SNAP) E&T provider; Senior Community Service Employment Program (SCSEP) E&T Program (Scott County only).
2. Minnesota Department of Employment & Economic Development (DEED) – Wagner Peyser, Job Service, Veterans Services, Unemployment Insurance, Re-Employment Assistance, Assist with workshops; labor exchange; Title I Employment and Training Provider – Adult and Dislocated Worker; membership on the WDB and other WDB committees.
3. Vocational Rehabilitation Services: vocational counseling, career exploration, work experience, job seeking skills, work evaluation, job placement services, assistance with transportation, ergonomic assessments, determining reasonable accommodations on the job, job training, internships and job matching; and membership on the WDB and other WDB committees.

Other agencies include:

4. Dakota County Technical College and Inver Hills Community College: provide leadership in technical skill training and instruction and two-year degree programs; membership on the WDB and other WDB committees.
5. Dakota County and Scott County Economic Assistance: provides cash assistance for TANF, SNAP, Medical Assistance and other waived services.
6. HIRED: Title 1 Employment and Training provider – Adult, Dislocated Worker, and Youth services.
7. Tree Trust: Minnesota Youth Program E&T provider
8. Avivo: Minnesota Family Investment Program (MFIP) – TANF E&T provider.
9. Minneapolis American Indian Center: E&T provider to American Indians, Alaskan Natives, and Hawaiian Natives.
10. Adult Basic Education providers – facilitate assessment and delivery of adult basic education, GED and adult diploma, membership on WDB and other WDB committees:
 - a. South Suburban Adult Basic Education
 - b. Great Rivers Adult Education Consortium
 - c. ISD 191 Burnsville-Eagan-Savage Adult Basic Education
 - d. Lakeville/Farmington Area Public Schools/Dakota Prairie Adult Basic Education
 - e. ISD 194 Lakeville Adult Basic Education
 - f. ISD 196 Rosemount-Apple Valley-Eagan Adult Basic Education
 - g. Southwest Metro Intermediate District 288 Adult Basic Education

B.19. Describe how the local area board will ensure continuous improvement of eligible providers of services through the system.

The WDB issues RFP's at least every five years. The WDB, through its evaluation committee, reviews performance outcomes, and internal and state monitoring reports along with customer satisfaction feedback – all with the goal of having optimum performance.

All providers are monitored routinely either annually or bi-annually both by the State and internally within Dakota County. Case reviews provide information that can identify trends, potential issues, and opportunities for growth. Identification of needs in the community and with local employers, and opportunities to provide additional services or enhance current services will be discussed with providers at regularly scheduled meetings throughout the year.

B.20. Describe the local workforce development area's processes to assure non-duplicative services and avoid duplicate administrative costs.

We have established partnerships with other non-profits and community programming (i.e. local libraries, Dakota and Scott County programming, etc.) to help reduce duplicate services. We utilize Workforce One when reviewing referrals and applications to ensure that participants are not receiving services elsewhere. Our program recruitment and applications for dislocated worker and adult, for example, are managed by a staff person who triages additional requests and tracks applications and enrollment.

B.21. Describe how the Memorandum of Understanding will be or has been developed and used to ensure commitment of resources from service providers and required partners.

The MOU has been developed based on WIOA policies and requirements. Each partner has been identified as have roles and responsibilities and how each partner will meet program specific requirements. All parties of the MOU participate in its development and review the document prior to signature.

B.22. Describe how local area boards will ensure state policies on infrastructure funding requirements are adhered to and the process for addressing any discrepancies or disagreements.

The local board follows the Infrastructure Funding Agreement (IFA) guidance and framework developed by DEED. This policy provides the guidance needed to offer optimum infrastructure to meet job seeker and business needs. An IFA will be created for both West St. Paul and Burnsville, while Scott County will provide an itemized infrastructure cost document since no partners are housed in that location.

The local board will also ensure that staff are informed and trained on infrastructure funding requirements and protocols for addressing discrepancies using guidance from DEED in

partnership with MAWB. The WDB will rely on existing (or modified) MOUs and internal audit processes to address any serious compliance issues, though none are expected.

B.23. Describe how local area boards, who contract out for provider services, will ensure that providers fully participate in infrastructure funding requirements and the alignment of service delivery within the local workforce development area 134(c)(3)(G) of WIOA.

The local board will inform and train contracted providers on infrastructure funding requirements and protocols for addressing discrepancies and disparities using guidance from DEED in partnership with MAWB. Expectations for vendors are included in the RFP process, annual contracts, and the MOU.

B.24. Describe the competitive process to be used to award the sub-grants and contracts in the local workforce development area for activities carried out under section 107(d)(16) WIOA.

The following policy is the process used by Dakota County to outline and award the sub-grants and contracts.

Dakota County Policy 2751 Solicitation, Grant and Contract

It is the policy of Dakota County to engage in solicitation, grant and contracting using cost-effective, efficient processes and procedures that bring best overall value to the County and are in compliance with all applicable laws. This policy provides direction from the Dakota County Board of Commissioners on the County's solicitation, grant and contracting procedures. This policy should be read in conjunction with Policy 2740 Procurement Policy, Policy 2002 Budget Compliance, Policy 3041 Conflict of Interest and Policy 3080 Position Control. This policy applies to all contracts entered into on or after the effective date of the Dakota County Board of Commissioners resolution authorizing this policy and rescinding the previous policy.

- 1) Legal compliance. The County Board recognizes the importance of compliance with all laws, rules and regulations governing solicitation, grant and contract policies and procedures.
 - a) All County procurement, sales, rental, leases and other agreements shall comply with applicable law and regulations.
 - b) Contracts are subject to review and approval as to form as determined by the County Attorney. The Dakota County Attorney's Office will provide contract templates that have approved boilerplate provisions. Contracts are also subject to review and approval as determined by Risk Management.
 - c) Each prospective and current County contractor shall be required to disclose any potential or actual organizational conflict of interest. In cases of potential or actual organizational conflict of interest, the County may pursue any one or combination of the following:
 - i) Disqualify the prospective contractor from the contract award;

- ii) If the contract has been awarded, terminate the contract;
- iii) Disqualify the prospective or current contractor from subsequent contracts if the organizational conflict of interest was not properly disclosed or was misrepresented; or
- iv) Mitigate or neutralize the potential or actual organizational conflict of interest as allowable by law.

If there is no potential or actual organizational conflict of interest that would prohibit a contract, but there is a question as to whether there may be an appearance of such a conflict, the contract shall be presented to the County Board for approval, regardless of the amount of the contract. The County Board shall have sole discretion to determine whether an appearance of a conflict of interest should bar a proposed contract not governed by the law applicable to competitive bidding.

- d) County staff must be in compliance with all law and rules regarding conflict of interest. The general authority is Minn. Stat. § 382.18 prohibiting interests in contracts, Minn. Stat. § 10A.07 regulating conflict of interest and Minn. Stat. § 10A.071 prohibiting the receiving and giving of certain gifts. County staff are subject to the County Conflict of Interest Policy 3041.
 - e) Contracts and grants with all attachments and exhibits must be entered into the County's financial database (e.g., Superion Finance) and stored in the County's official repository (e.g., OnBase) with supporting documentation, including the contractor's Certificates of Insurance.
 - f) All contracts must be in writing unless the County Attorney advises that a written contract is not legally required.
- 2) Competition. The County Board favors competition in connection with County procurements, sales, leases, rentals and other agreements to which Dakota County is a party.
- a) Contracts as defined in Minn. Stat. §§ 375.21 and 471.345
Contracts for work or labor, or to purchase furniture, fixtures, or other property, or to construct or repair roads, bridges or buildings, or the sale or purchase of supplies, materials, equipment or the rental thereof, or the construction, alteration, repair or maintenance of real or personal property, shall be made as follows:
If valued from \$1 through \$25,000
 - In the open market, using any method to assure favorable pricing including, but not limited to, quotations, Request for Information, Request for Qualifications or through cooperative purchasing.If valued from \$25,001 through \$175,000
 - After soliciting three quotations when possible, or
 - Through the State of Minnesota Cooperative Purchasing Venture, or

- Through any cooperative purchasing that secures contracts on the basis of competitive bids or quotes from more than one source.

If valued in excess of \$175,000

- After soliciting sealed bids by public notice of Request for Bids, or
- Through the State of Minnesota Cooperative Purchasing Venture, or
- Through any cooperative purchasing that secures contracts on the basis of competitive bids or quotes from more than one source.

- b) Contracts funded in whole or in part with federal grant funds are subject to the Uniform Grant Guidance (UGG) procurement rules, including methods of procurement based on aggregate dollar amount purchases. The dollar values are as follows or as subsequently amended by the UGG:

Micro-purchases:

If valued from \$1 through \$10,000 for supplies or services

- Through the open market using any method to assure favorable pricing. When practicable, distribution should be equitably among all qualified suppliers.

If valued from \$1 through \$2,000 for construction subject to the Davis-Bacon Act (prevailing wage)

- Through the open market using any method to assure favorable pricing. When practicable, distribution should be equitable among all qualified suppliers.

Small purchases:

If valued from \$10,001 for supplies or services or \$2,001 for construction subject to the Davis-Bacon Act through \$175,000

- After soliciting three quotations when possible, or
- Through the State of Minnesota Cooperative Purchasing Venture, or
- Through any cooperative purchasing that secures contracts on the basis of competitive bids or quotes from more than one source.

Sealed bids:

If valued in excess of \$175,000

- Through soliciting sealed bids or competitive proposals by public notice, or
- Through the State of Minnesota Cooperative Purchasing Venture, or
- Through any cooperative purchasing that secures contracts on the basis of competitive bids or quotes from more than one source.

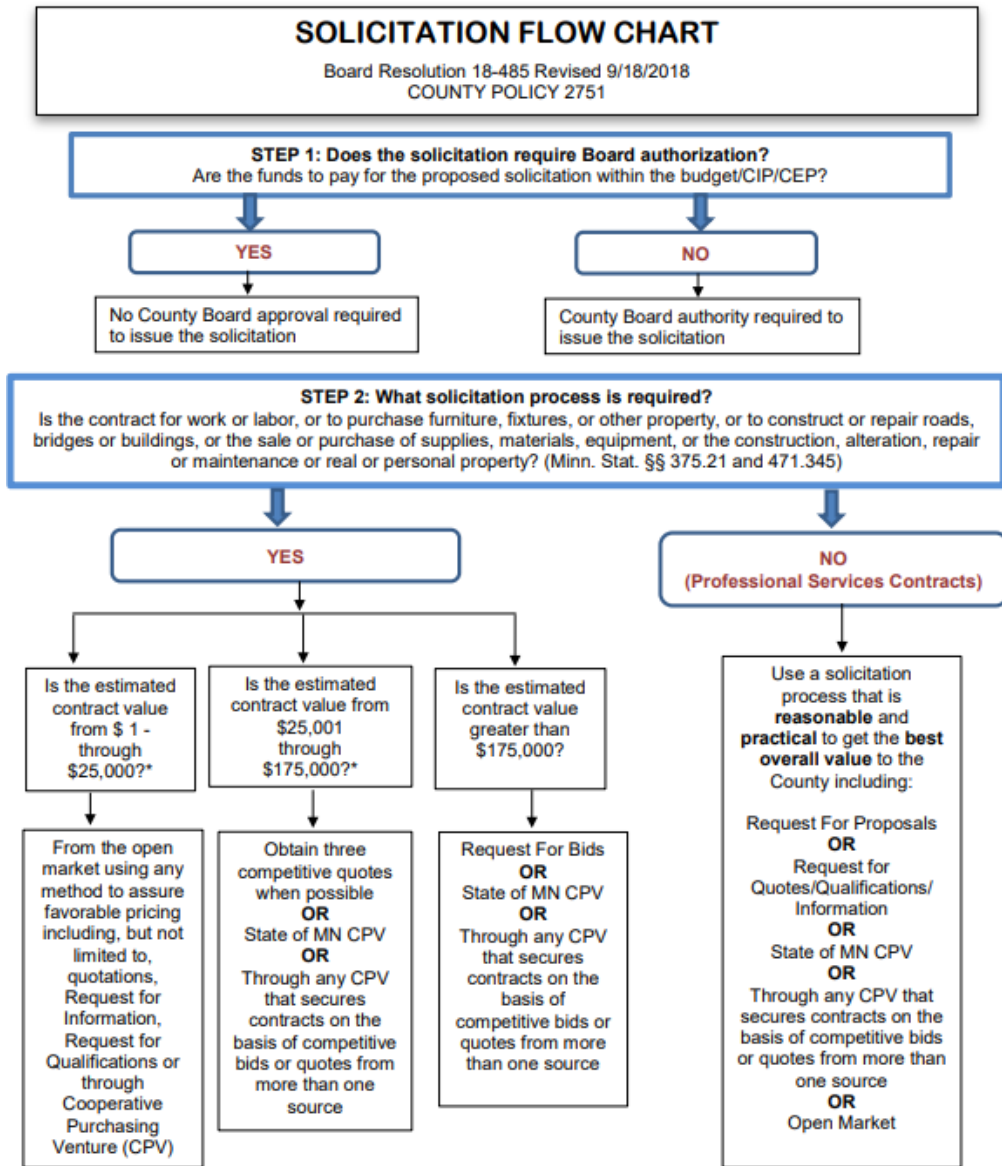
Exceptions to the above consist of competitive proposals when sealed bids are not appropriate and noncompetitive proposals for sole source procurements, in cases of an emergency that does not allow for competitive proposals, upon authorization of the federal funding agency, or if after a number of attempts there is no adequate competition.

- c) All other contracts, including contracts for professional services

- After soliciting Request for Proposals, Request for Information, Request for Qualifications or quotes, so far as practicable and reasonable, or
 - Through the State of Minnesota Cooperative Purchasing Venture, or
 - Through any cooperative purchasing that secures contracts on the basis of competitive bids or quotes from more than one source, or
 - In the open market.
- 3) Efficiency. The County Board favors solicitation, grant and contract procedures that are based upon the principles of delegation and decentralization, when allowable. Notwithstanding the following delegations of authority, a county department should seek County Board approval if the circumstances so warrant.
- a) Solicitations may be issued by the County Manager when the funds for the proposed procurement are specifically included within the budget or capital improvement plan or capital equipment plan, without additional authorization from the County Board.
 - b) All contracts valued at or less than \$100,000 may be approved and signed by the County Manager when funds for the contract are specifically included within the budget or Capital Improvement Program (CIP) or Capital Equipment Plan (CEP) or will be funded pursuant to the Budget Incentive Policy adopted in Resolution No. 93-715. All contracts valued at more than \$100,000, and contracts of any value for which the funds are not included within the budget or CIP or CEP and which will not be funded pursuant to the Budget Incentive Policy, require approval by resolution of the County Board.
 - c) Joint powers agreements and cooperative purchasing agreements require approval by resolution of the County Board.
 - d) Sales, leases, purchases, or other conveyances of an interest in real property where the County is a party require County Board approval by resolution.
 - e) Contracts for the maintenance of computer hardware or software may be approved and signed by the County Manager, regardless of the value of the contract, when sufficient funds for the contract are included in the budget.
 - f) An amendment to a County Board Authorized Contract for construction may be approved by the County Manager when:
 - the amendment does not materially alter the scope of services provided pursuant to the contract or County Board Authorized Contract; and
 - the total combined amendments to the first County Board Authorized Contract do not exceed \$100,000 or 5% of the first County Board Authorized Contract, whichever is greater; and
 - the total combined amendments from the inception of the contract do not exceed \$250,000; and
 - there is sufficient funding in the CIP project budget for the contract amendment.

- g) An amendment to a County Board Authorized Contract, other than a construction contract, may be approved by the County Manager when:
 - the amendment does not materially alter the scope of services provided pursuant to the contract or County Board Authorized Contract; and
 - the total combined amendments to the first County Board Authorized Contract do not exceed 10%; and
 - the total combined amendments from the inception of the contract do not exceed \$50,000; and
 - there is sufficient funding in the department line item budget or CIP or CEP or funded pursuant to the Budget Incentive Policy adopted in County Board Resolution No. 93-715.
 - h) For grants that are included in the budget, the County Manager may apply for the grant, accept the grant, and sign the grant agreement. If the grant award exceeds the amount in the budget by \$100,000 or more, the grant requires approval by resolution of the County Board. The acceptance of a grant requiring the County to grant a declaration, restrictive covenant, or other encumbrance on real property requires approval by resolution of the County Board.
 - i) For grants that are not included in the budget, the County Manager may apply for the grant, accept the grant, and sign the grant agreement where the grant amount does not exceed \$100,000 and the grant funds will only be used to support existing County programs and will not be used to increase the number of County FTEs, in accordance with Policy 3080, Position Control. The acceptance of a grant requiring the County to grant a declaration, restrictive covenant, or other encumbrance on real property requires approval by resolution of the County Board.
 - j) For purposes of Section 3, paragraphs a, b, e, f, g, h, i, and j of this policy, the County Attorney and the County Sheriff have the same authority as the County Manager with respect to their respective offices.
 - k) The County Manager may delegate authority under this policy by written delegations which specifically identify the authorities delegated, the individuals to whom authority is delegated, the duration of the delegation (not to exceed two years) and which are maintained on file with the Clerk to the Board.
- 4) Emergency Authority. The County Board recognizes that emergency procurement requires that County staff enter into agreements without complying with contract procedures. Therefore, the County Manager is authorized to enter into contracts for emergency procurement, consistent with the following:
- a) In the case of an emergency arising from breakage, damage, or decay to County property that cannot wait for the time required to advertise for bids, the repairs may be made without advertising for bids, provided that the contract(s) for the repairs be presented to the County Board for ratification at the next meeting of the County Board, regardless of the amount of the contract.

b) In the case of an emergency which may put at risk the health or safety of County clients or citizens and that cannot be allowed to wait for the time required to secure County Board approval of a contract to procure services, the County Manager (i) may enter into a contract to make the procurement of services, provided that the contract be presented to the County Board for ratification at the next meeting of the County Board or (ii) may exercise the authority to advance funds to an agency already under contract pursuant to Resolution No. 97-679.



All County contracts exceeding \$100,000 in value require County Board approval and an Attachment A to the RBA explaining the solicitation process used, criteria for making the award, and the reason for the selection of the vendor.

*If the contract is funded with federal grant dollars consult [Policy 2751, Section 2.b.](#) on Federal Uniform Grant Guidance solicitation requirements based on dollar values that are different from those in this Flow Chart.

B.25. Describe and identify the entity responsible for the disbursement of grant funds described in section 107(d)(12)(B)(i)(III) of WIOA.

Dakota County is responsible for the disbursement of grant funds and is the fiscal agent.

Levels of Performance

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

As always, the area will strive to surpass the established levels. The WDB's Evaluation Committee is responsible for the facets of operations and strategies that relate to performance accountability measures. These include: monitoring program outcomes and identifying opportunities for improvement providing labor market information for the area and key industry sectors (which is important as we align job seekers and additional training with in-demand jobs); and collecting and disseminating program and aggregated results data, including return on investment information, to demonstrate effectiveness of programs.

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

The Dakota Scott WDB has a strong foundation and a history of meeting and exceeding its objectives. It has an updated Plan of Work (POW) and a strong committee structure. Additionally, many WDB members are involved in regional, state and national workforce organizations which contribute significantly to the board's demonstrated high performance. Also, the WDB reviews its vision, mission and goals every 2-3 years and has active board members who bring innovative ideas to the table.

Local Workforce Board Governance

B.28. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2024.

The WDB's Bylaws allow for up to 27 members. It strives to fill vacancies as soon as possible – while still being cognizant that it's more important to add individuals who fill an overall strategic need. The WDB has a comprehensive grid that it reviews whenever there is an opening. It reviews this grid to ensure a balanced representation from industry, sector, geography and other factors. Whenever individuals whose terms expire June 30 of a given year

come up for potential renewal, they're asked if they're interested in being reappointed. Typically, if they still have interest, they're reappointed by the County Board. For those who identify that they do not wish to renew, an active search process will take place to find new members to replace them.

B.29. Is your local area board currently in compliance with WIOA?

Yes No

No

If No, what steps will be taken to bring your local area board into compliance by June 30, 2024?

Please include in Attachment B the composition of your board, including the sectors represented on the board, and to the extent practicable, the demographic makeup of your board.

SECTION C: PROGRAM AND SERVICE DELIVERY

Local Area Board Program and Service Delivery

C.1 Describe how the local area board, working with the entities carrying out core programs will expand access to employment opportunities for eligible individuals, particularly eligible individuals with barriers to employment.

This falls within the scope of the WDB's Evaluation and CareerForce committees.

The Evaluation committee's goals include:

1. Assess employment outcomes of underserved populations. Address equity gaps; identify gaps and engage with WDB to develop solutions; and
2. Explore role WDB can play in new program initiatives which lead to self-sufficiency, such as 2Gen, and family centered.

Additionally, the CareerForce committee is has these goals:

1. Engage local community partners (including churches and non-profits) to learn more about the services and resources they provide and how we can collaborate.
2. Expand knowledge of each other's programs; how to triage; soft hand-offs
3. Pilot with Vocational Rehabilitation Services (VRS) to connect with people on the wait list – conversations and partnerships to broaden outreach and scope.

C.2. Describe how the local area board, working with the entities carrying out core programs, will expand access to supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

The access to supportive services will align with the overall effort as described in C.1. above. Options, such as co-enrollment, allow for an individual to have options with regards to support service funding which can assist them while job searching or completing training if a financial need arises.

C.3. Describe how the local area board will facilitate the development of career pathways, co-enrollments (as appropriate) and activities that lead to industry recognized post-secondary credentials that are portable and stackable.

The WDB's POW includes this strategy: K-12, support and encourage "career pathways" for all students served by the WDB. Youth programs have relationships with area high schools. Post-secondary relationships with Inver Hills Community College and Dakota County Technical College are strong. Beyond that, staff in the employment programs work closely with job seekers to determine the best career path for them based on experience, skill sets and transferable skills.

C.4. Describe and assess the type and availability of adult and dislocated worker employment and training activities in the local workforce development area.

Adult and dislocated worker activities are available at all three of our locations: West St. Paul, Burnsville, and Shakopee. These activities include, but are not limited to, workshops, computer classes, mock interviews, networking groups, and creative job search, which are provided in-person or virtually.

In addition, each area has a resource area with available references, computers, copiers, and faxes, to assist any universal customer with their job search needs.

Program participants are assessed individually to determine appropriate employment and training services. Training services may include short-term, non-credentialed activities such as basic computer skills or career exploration/awareness skills. In some situations, training beyond these basics may be appropriate. These programs may include short-term or long-term credential producing programs in industries including healthcare, transportation, information technology, and manufacturing.

In instances where training is determined necessary, the participant is assisted by their employment counselor to identify appropriate training providers utilizing the Eligible Training Provider List (ETPL).

C.5. Describe and assess the type and availability of youth workforce investment activities in the local workforce development area, including youth with disabilities, which description and assessment shall include an identification of successful models of such youth workforce development activities.

We have a long and deep connection with providers of service to youth with disabilities. DEED Vocational Rehabilitation Services is an active member of the Dakota-Scott WDB and Youth Committee. We maintain a connection with the Community Transition Interagency Committee (CTIC). Our community connections for this group are very well-established.

All youth are assessed using a variety of assessments.

- Initial assessments are conducted with each participant as part of the intake process to determine needs, goals, and services to be delivered.
- Career/interest assessments such as What Career Fits You, My Next Move, TRAITIFY and/or the MN Careers Interest Assessment match career interests to various career fields. They also provide information on education requirements, current job outlooks, and wages.
- Objective assessments of academic levels, skill levels, and service needs of each participant, which includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.

Assessment results are used in building the Individualized Service Strategy (ISS). Each youth receives individualized options of culturally appropriate services and career exploration activities that will help them learn about education and career options, identify in-demand jobs, and understand the connection between education and employment.

Determination of eligibility based on the basic skills deficient barrier – Dakota and Scott County use the TABE, GAIN, Wide Range Achievement Test 4 (WRAT4) or CASAS for evaluating basic skills when needed to determine WIOA Youth program eligibility.

Math and reading information for in-school youth is obtained from the schools during the application process. Program counselors work with resources at the school to address any deficiencies. In most cases, schools are already working with youth with deficiencies.

C.6. Describe how training services under chapter 3 of subtitle B of WIOA will be provided in accordance with section 134(c)(3)(G) of WIOA, including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of individual training accounts under that chapter and how the local area board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

Training services are provided to participants in programs after completion of an assessment that helps the counselor evaluate training needs. Training is identified and then is researched to identify credentialed providers using the ETPL. Customers are able to choose the training program of their choice provided costs and locations are appropriate and similar in nature. Public colleges and community colleges are the first choice but there are instances when availability and timing may make private education the best choice.

Individual training accounts are not used, nor are contracts.

C.7. Describe the plans and strategies for, and assurances concerning, maximizing coordination of service provided by the state employment service under Wagner-Peyser Act, and services provided in the local workforce development area through the one-stop delivery system, to improve service delivery and avoid duplication of services.

The Wagner-Peyser staff assigned to our local area has done a great job of coordinating and collaborating to meet the individual needs of our job seekers. Along with making RESEA calls to unemployed individuals to make them aware of CareerForce services, Wagner Peyser staff the Career Lab at our comprehensive center in Burnsville.

Interagency Coordination

C.8. Describe how the local workforce development system will work with entities carrying out core programs to align and support services with programs of study authorized under Carl D. Perkins Career and Technical Education Act.

The WDB works with Carl Perkins consortium partners, collectively, to identify appropriate Perkins-funded activities that support entry and advancement into the career identified pathways. The WDB will pursue appropriate steps, with its own Perkins consortia members, to ensure program alignment within the WDA.

C.9. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with relevant secondary and post-secondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services.

Here are key goals and strategies within those goals as identified in the WDB's POW:

Goal 1: Effectively match employer needs with employee skills (for the economic vitality of the community)

- Create Industry Boot Camps to provide experimental learning opportunities.
- Develop MN Pipeline Projects/Apprenticeships
- Support area businesses in advancing equity-minded hiring and retention practices and developing greater intercultural competency among employees.
- Identify and implement job skills training to ensure the long-term business needs are being met
- Create job awareness and experiential programs in various sectors to meet the regional plan

This goal will be achieved by working closely with local employers and evaluating and determining their needs and providing and supporting the appropriate training for participants to meet these needs.

Goal 2: Convene business, community groups, and educators/trainers to facilitate collaboration between these groups to advance employment opportunities.

- Bring education & businesses together to find places they can collaborate to benefit workforce
 - Identify 3 key areas where collaboration can benefit the workforce
- Identify a holistic approach to career pathway development.
- Actively participate in community events to develop relationships and involvement with area educators, businesses, and service providers

This goal will be achieved by working closely with education and business and establishing collaborations and opportunities for job seekers to explore various careers that can be supported by training and education.

Part of the success in implementing these will hinge on the already strong partnerships with the local colleges, Perkins consortiums, and building on the relationships with K-12 Districts.

Key to the coordination are the strong relationships and connectivity to leaders within the organizations. For example: the Perkins coordinator is on the WDB's youth committee; the President of Inver Hills Community College and Dakota County Technical College is on the WDB; an ABE coordinator is on the WDB; and the youth committee has strong connections with many of the area K-12 schools.

C.10. Describe how the local area board will coordinate education and workforce investment activities carried out under this title with public transportation and other appropriate supportive services.

This is a key issue for area employers, job seekers and schools. The WDB has worked with Minnesota Valley Transit Authority (MVTA) and Metro Transit as well as county staff on working to find transit solutions which will help connect job seekers and employers both within and outside the two-county area. This issue is a component of the WDB's legislative priorities and is for Dakota and Scott counties as well.

In addition, with the significant business growth in Scott County, there will be continued opportunities to work with local area businesses to develop and implement transportation strategies to ensure that the needed employees are available and able to get to the various places of business.

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

The WDB has engaged Adult Education partners in the development of this plan and expect to continue doing so through the implementation period. Adult Education partners will continue to be engaged in at least three ways:

1. Development of career pathways in the identified sectors and clusters, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training;
2. Clarification or strengthening of protocol for assessing adult education needs at CareerForce Centers (and other points of service) and making appropriate referrals for services; and,
3. Provision of career awareness materials and/or workshops prepared by workforce development staff, that can be shared with adult education partners to expose students to opportunities and facilitate referral from adult education programs to CareerForce Centers and other workforce development programs.

Activities with ABE could include, co-location, newsletters, informational meetings, cross-training of ABE and CFC staff services (e.g., develop staff training around roles of ABE and CFC staff). ABE currently provides multiple points of entry for students along several career pathways which would allow for greater partnership opportunities.

Currently, the WDB has an ABE representative. Additionally, WDB staff are part of the quarterly ABE consortium meetings.

For the overall review of local application, ABE programs are required to submit a Federal Competitive Application every five years (the last one was in 2022). The WDB reviews this application and provides feedback. In addition, every ABE program is responsible to the Department of Education for submitting a 5-year narrative of their service model and programming. ABE is expected to align with the local and regional WIOA plan.

ABE also contributes to workforce development through the implementation of the three components of the Minnesota ABE content standards in classes (the Transitions Integration Framework (TIF) and Northstar Digital Literacy Standards are especially relevant to workforce). These include:

1. The federally developed College and Career Readiness Standards (CCRS) for Adult Education, which identify key English Language Arts/Literacy, Math, and Foundational Reading Skills
2. The Minnesota-developed Academic, Career and Employability Skills (ACES) Transitions Integration Framework (TIF), which identifies key professional or soft skills in the areas of Effective Communication, Learning Strategies, Critical Thinking, Self- Management, Developing a Future Pathway, Navigating Systems
3. The Minnesota-developed Northstar Digital Literacy Standards, which identify key basic digital literacy skills needed to perform tasks on computers and online.

Employer & Economic Development Engagement

C.12. Describe how the local area board will ensure that eligible providers meet the employment needs of local employers, workers and job seekers.

At the WDB level, this is done via committee work done primarily by the Evaluation and Business Services committees, but it also aligns with the work and initiatives of the CareerForce and Youth committees. Since many of the committees have non-WDB members, there is input from an expanded group of industry professionals.

C.13. Describe how the local area board will facilitate engagement of employers, including small employers, and employers in in-demand industry sectors and occupations, in workforce development programs.

Our local area has committed deeply to connecting more employers to the publicly funded workforce system. In the last year, we started a speaker's series focused on connecting employers and community partners and addressing significant topics and needs. We also have had both virtual and in-person workshops on the following topics: The Changing

Landscape of Leading Today's Workforce, We Are All Criminals, Earned Sick and Safe Time Legislation (two sessions), and How to Begin an Apprenticeship Program.

These workshops have led to collaboration and resource sharing across all workforce services and programming in the county to benefit Dakota County and Scott County employers.

C.14. Describe how the local area board will support a local workforce development system that meets the needs of businesses in the local workforce development area. 102(b)(4)(ii).

As is evident by the list in Attachment C, the WDB has good representation across all system partners including leaders in the community representing business and industry, organized labor, ABE, post-secondary education, VRS, DEED, and local elected officials. The key to meeting the needs is being connected with the employers and having solutions for their workforce and training related problems. Various tools such as hiring events and job fairs are used to provide support.

One of the assets the board has is a tight rapport with the Chambers of Commerce across the two counties. One Chamber of Commerce President is on the board while another one is on the Business Services Committee. Additionally, to stay in touch with employer needs from the Chamber perspective, board convenes periodic meetings of the Chamber Presidents, staff from the two economic development agencies and the colleges.

C.15. Describe how the local area board will better coordinate programs and services with local and regional economic development providers.

The WDB already has a strong working relationship with the community economic development providers in the two counties and partners with DEED - Economic Development and/or Greater MSP on initiatives when a workforce-related component is needed.

The coordination is strong as the Scott County Economic Development provider is on the WDB and WDB staff participates in bi-monthly meetings the Dakota County Community Development Agency holds with the community and economic development directors of cities within the county.

C.16. Describe how the local area board will strengthen linkages between the one-stop delivery system and unemployment insurance programs by offering services to laid-off workers and possible lay-off preventative services for businesses, such as incumbent worker training that up-skills the workers and meets the needs of employers (can include but not be limited to, on-the-job training, apprenticeships, etc.).

The linkage between the UI and workforce programs is already strong and inter-connected. Other resources and tools such as apprenticeships depend in large part on having available resources and the simplicity of administration of the programs at the employer level.

C.17. Describe how the local area board will coordinate workforce investment activities with economic development activities, including the promotion of entrepreneurial skills training and microenterprise services.

Our local area partners include three entities that are heavily involved with entrepreneurship: Dakota County Community Development Agency (CDA); Dakota County Technical College (DCTC); and the Scott County Association for Leadership and Efficiency (SCALE) group. DCTC is one of the leading colleges in the country for working with entrepreneurs. Another resource is the Open For Business program which is geared towards entrepreneurs and early-stage businesses. Dakota county offers this at no cost to participants.

Dislocated Worker Supports

C.18. How does the local workforce development area ensure staff comply with the policies and procedures for Rapid Response as communicated on DEED’s website?

- a. How does the local workforce development area inform the state Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?**
- b. Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.**

Staff and management follow all DEED procedures while monitoring and responding to Rapid Response alerts for potential layoffs/projects in Dakota County or Scott County. We follow all protocols in the competitive process.

In the event we are informed or become aware of a mass layoff, staff contact DEED’s Rapid Response Team via phone or email.

On a regional level, we have partnered with neighboring counties when a potential project is identified resulting in large scale layoffs.

C.19. How does the local workforce development area inform the state Trade Act staff of companies that are potentially TAA certifiable?

- a. How does the local workforce development area cooperate with the state Trade Act staff where the layoff involves a company that the DOL trade-certified?**
- b. Is the local workforce development area willing to participate in TAA Counselor Training and TAA Participant Training when a trade-certification occurs?**

Yes X

Local LWDA staff will contact the lead DEED TAA staff by phone or email to inform them when there is a possible layoff within Dakota County or Scott County. Staff regularly monitor the DEED communications and Department of Labor TAA certification lists for certifications of Dakota County and Scott County companies.

Staff participates in TAA counselor and participant training.

C.20. The local workforce development area has developed and implemented local Supportive Service policies that are consistently applied for all participants.

Yes X

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

Program staff are informed and knowledgeable of DEED and local program support service policy and practices through a variety of methods. Dakota-Scott also has local policies with regards to supportive services. Any request for outside of program guidelines is required to be reviewed and agreed to by both the manager of the contract provider staff and the Dakota County program manager to ensure overall program consistency and documentation. When available or requested, staff receive updates and/or training from DEED.

Services to Military Service Members and Spouses

C. 21. Are all WIOA-funded partners complying with the guidance provided in [TEGL 10-09](#) regarding Priority of Service for Veterans and Eligible Spouses?

Yes X

C.22. How do you identify current or former Military Service Members coming into your CareerForce Center?

The Minnesota Veterans Questionnaire is used to identify Veterans. Staff ask all customers that come to the CareerForce locations if they ever served in the U.S. Military or are a spouse of a person in the military. If the answer is yes, staff ask them to complete the Veterans Questionnaire. Questionnaires are sent to local DEED Veterans Services staff for the initial assessment/review of the questionnaire, and to make appropriate referrals based on the

responses to the questions. On-site signage helps the customers to self-identify themselves as U.S. Military members.

When participants apply for adult or dislocated worker services, this question is included on the enrollment forms.

C.23. How do you inform current or former Military Service Members coming into your CareerForce Center about “Veteran Priority of Service?”

Signage in the CareerForce locations advise Veterans and other eligible persons of Veterans Priority of Service. Information on Priority of Service is also provided during various program orientations, from staff, and during workshops. Local Veterans Employment Representatives (LVER) staff train and update local staff and management on the provisions of Priority of Service and PL 107-288.

C.24. If your CareerForce Center has a presence on the Internet (outside of your local DEED CareerForce Center site) how do you promote Public Law 107-288, “Veterans Priority of Service” to veterans on that website?

All websites associated with these CareerForce locations provide information on and notice of Veterans Priority of Service.

CareerForceMN.com has information on our dedicated Veterans Employment Team and how to contact them. Our representatives help with career planning, job search, and connecting with other resources. Current or former military members looking for work are encouraged to contact the dedicated Veterans Employment Representative in their part of Minnesota for assistance. Most current or former military members are eligible for veterans’ benefits or services. There is an online questionnaire to facilitate the process.

C.25. How do you identify current or former Military Service Members with “significant barriers to employment?”

The Minnesota Veterans Questionnaire, a DOL approved standard process, is used to identify Veterans with a Significant Barrier to Employment (SBE). The questionnaire identifies DOL designated SBE’s per VPL 03-14, including change 2.

C.26. When a current or former Military Service Member with a significant barrier to employment is identified, how do you refer them to an appropriate intensive service provider when there is no Disabled Veteran Outreach Program (DVOP) specialist in your CareerForce Centers?

Partner staff at all three locations have been trained to provide services (including intensive services) to SBE Veterans in the absence of a DVOP. These staff have had training on serving Veterans via the National Veterans Training Institute webinar “Helping Veterans to Meaningful Careers”, and from LVER staff one on one, and during partner meetings.

Career Lab staff conduct an initial assessment with a current or former Military Service Member with a significant barrier to employment and then refers them to the designated intensive service provider when the DVOP is not available.

C.27. How are DVOP and/or Local Veterans Employment Representatives (LVER) staff integrated into the overall service delivery strategy in your CareerForce Centers?

Local DVOP and/or LVER staff attends building/partner meetings and provide training to partner staff and management regarding program and changes. They also collaborate with partners on various events.

C.28. What is your strategy to ensure that job-ready job seekers enrolled in your programs (including non-program universal customers) are registering in MinnesotaWorks.net and are making their resumes viewable to employers?

Information and instructions for how to register on MinnesotaWorks.net is available in all Career Labs. In addition, staff is available to assist customers in the registration process. Signage at each computer in the Career Lab also provides information as to the process for registering and the benefits to the customer in posting their resume on MinnesotaWorks.net. This information is also provided via phone or email to customers interested in registering from home.

For those new to the adult or dislocated worker program, part of the application process is registering and posting their resume on MinnesotaWorks.net.

As part of their employment plans, MFIP and DWP clients are required to register and enter their resume on MinnesotaWorks.net.

In addition, we attempt to maximize usage of MinnesotaWorks.net by publicizing it as a key job search tool in our emails to job seekers and others.

Staff work with job seekers when they upload their resumes to make sure that job-ready job seekers are making their resumes in MinnesotaWorks.net viewable to employers.

C.29. Are all WIOA-funded partners complying with the guidance provided in [TEGL 11-11, Change 1](#) and [TEGL 11-11, Change 2](#) regarding Selective Service?

Yes X

SECTION D: ASSURANCES AND CERTIFICATIONS

Training and Employment Guidance and State Law Compliance

Conflict of Interest and Integrity: Local area boards must make decisions in keeping with several laws and regulations. Indicate below that your local area board is aware and that the local workforce development area’s conflict of interest policies are in compliance with DOL Training and Employment Guidance Letter [\(TEGL\) 35-10](#) and [Minnesota OGM 08-01](#) and its relevant federal laws and regulations, including being aware of the:

- A) referenced statute on Government Records
- B) requirement to retain documentation for six years.

Yes X

Handling and Protection of Personally Identifiable Information: The local workforce development area is complying with the guidance provided in [TEGL 39-11](#).

Yes X

Human Trafficking: The local workforce development area is aware of [TEGL 09-12](#) and will follow the procedures for working with trafficked persons.

Yes X

Gender Identification: The local workforce development area is aware of [TEGL 37-14](#) (and associated Attachments [1](#) and [2](#)) and will follow the procedures for developing a similar policy including key terminology and have in place regarding working with customers who may be lesbian, gay, bisexual and transgender. Local workforce development areas will also participate in any related training.

Yes X

Uniform Guidance: The local workforce development area is aware of [TEGL 15-14](#) regarding Uniform Guidance.

Yes X

Assurances

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

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 Fired Safety Act ([Public Law 101-391](#));

- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations [20 CFR 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Limited English** - [Executive Order 13166](#) - Improving access to services for persons with limited English proficiency;
- **Nondiscrimination** - [Section 188 of the Workforce Innovation and Opportunity Act](#) (WIOA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Nondiscrimination** - [Section 188 of the Workforce Investment Act of 1998](#) (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Nondiscrimination** - [Title VI of the Civil Rights Act of 1964, as amended](#) – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Nondiscrimination** - [Title VII of the Civil Rights Act of 1964, as amended](#) - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Nondiscrimination** - [Title II of the Genetic Information Nondiscrimination Act of 2008](#) - Prohibits discrimination in employment on the basis of genetic information;
- **Nondiscrimination** - [Title V of the Older Americans Act of 1965](#) - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Nondiscrimination** - [Title IX of the Education Amendments of 1972, as amended](#) - Requires applying nondiscrimination provisions, based on sex, in educational programs;

- **Nondiscrimination** - [Title I \(Employment\) Americans with Disabilities Act \(ADA\)](#) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
- **Nondiscrimination** - [Title II \(State and Local Governments\) Americans with Disabilities Act \(ADA\)](#) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
- **Nondiscrimination** - [Section 504 of the Rehabilitation Act of 1973, as amended](#) - Prohibits discrimination against qualified individuals with disabilities;
- **Nondiscrimination** - [Age Discrimination Act of 1975, as amended](#) - Prohibits discrimination on the basis of age;
- **Nondiscrimination** - [Title 29 CFR Part 31](#) Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Nondiscrimination** - [Title 29 CFR Part 32](#) Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Nondiscrimination** - [Title 29 CFR Part 33](#) Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 35](#) Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 37](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Nondiscrimination** - [Title 29 CFR Part 38](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Nondiscrimination** - [Executive Order 13160](#) Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;
- **Nondiscrimination** - [Executive Order 13279](#) - Nondiscrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts, and loans;
- **Nondiscrimination** - [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#) - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status (employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);

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

- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. ([38 USC 4215](#)), U.S. Department of Labor, [Training and Employment Guidance Letter 5-03](#) and Minnesota's Executive Order 06-02;
- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

Certifications

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

- A. That this **Regional and Local Workforce Development Area Plan** was prepared and is in accordance with all applicable titles of the WIOA Act of 2014, Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with Minnesota's current and future state plans;
- B. that it has provided at least a thirty day period for public comment and input into the development of plan by members of the local area board and the public (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) Section 118(c); Section 108 (d)
- C. that the public (including individuals with disabilities) have access to all of the local area boards and its components' meetings and information regarding the local area board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;

- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that the respective contract/master agreement and all assurances will be followed;
- H. that it will ensure that no funds covered under the contract/master agreement are used to assist, promote, or deter union organizing;
- I. that this plan was developed in consultation with the local area board;
- J. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- K. that the local area board members will not act in a manner that would create a conflict of interest as identified in 20 CFR 667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- L. that local area board and staff are aware of local WorkForce Center services, and are working with and referring to the WorkForce Center services as appropriate;
- M. that all staff are provided the opportunity to participate in appropriate staff training;
- N. that, if applicable, the local area board must maintain the currency of its information in the System Award Management until submission of the final financial report or receive the final payment, whichever is later;
- O. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- P. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- Q. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

WIOA Guidance

This list of guidance is non-exhaustive and applies only to ETA programs. ETA has published a number of documents to guide the operationalization of WIOA, with the most recent and popular listed below. Find the full library of guidance [here](#).

- [Training and Employment Guidance Letter \(TEGL\) 04-23](#)
 - *Conveys to states the Administration's priorities, State Plan requirements, submission process, and deadline for WIOA Unified and Combined State Plans (State Plans) for PY 2024 through 2027, consistent with WIOA Sections 102 and 103.*
- [Training and Employment Guidance Letter \(TEGL\) 05-23](#)
 - *Provides information to the public workforce system and other entities that receive federal financial assistance under Title I of WIOA, as well as education and training programs or activities receiving DOL financial assistance, regarding the prohibition on discrimination based on actual or perceived religion, shared ancestry, or ethnic characteristics.*
- [Training and Employment Guidance Letter \(TEGL\) 09-22](#)
 - *Guidance and planning information to states, local workforce areas, and other recipients of Workforce Innovation and Opportunity Act (WIOA) Title I youth formula funds on the activities associated with the implementation of WIOA.*
- [Training and Employment Guidance Letter \(TEGL\) 07-22](#)
 - *Increasing Employer and Workforce System Customer Access to Good Jobs.*
- [Training and Employment Notice \(TEN\) 16-22](#)
 - *The Employment and Training Administration is Implementing Grant Solutions for Grant Award Processing and the Payment Management System for Financial Reporting.*
- [Training and Employment Guidance Letter \(TEGL\) 22-20](#)
 - *Program Year (PY) 2021 Funding Allotments and Instructions for the Indian and Native American (INA) Programs.*
- [Training and Employment Guidance Letter \(TEGL\) 23-20](#)
 - *Program Year (PY) 2021 Planning Guidance for National Farmworker Jobs Program Career Services and Training Grantees and Housing Grantees.*
- [Training and Employment Guidance Letter \(TEGL\) 07-20](#)

- *Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program.*
- [Training and Employment Guidance Letter \(TEGL\) 08-19](#)
- *Workforce Innovation and Opportunity Act (WIOA) Title I Training Provider Eligibility and State List of Eligible Training Providers (ETPs) and Programs.*
- [Training and Employment Guidance Letter \(TEGL\) 19-16](#)
- *Guidance on Services provided through the Adult and Dislocated Worker Programs under the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act Employment Service (ES), as amended by title III of WIOA, and for Implementation of the WIOA Final Rules.*
- [Training and Employment Guidance Letter \(TEGL\) 21-16](#)
- *Third Workforce Innovation and Opportunity Act (WIOA) Title I Youth Formula Program Guidance.*

SIGNATURE PAGE

Local Workforce Development
Area Name

Dakota-Scott

Local Area Board Name

Dakota-Scott Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name

Mike Forbord

Title

Director of Operations

Organization

Schmitt & Sons

Address 1

22750 Pillsbury Avenue

Address 2

City, State, ZIP Code

Lakeville, MN 55044

Phone

952-985-7574

E-mail

Mforbord@schmittandsons.com

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

Name

Joe Atkins

Title

Commissioner

Organization

Dakota County Board of Commissioners

Address 1

1590 Highway 55

Address 2

City, State, ZIP Code

Hastings, MN 55033

Phone 651-438-4430

E-mail joe.atkins@co.dakota.mn.us

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

Local Area Board Chair


Local Elected Official

Name Mike Forbord

Name Joe Atkins

Title Local Area Board Chair

Title Commissioner

Signature 

Signature _____

Date 05/23/2024 | 2:06 PM CDT

Date _____

Attachment A

REGIONAL OVERSIGHT COMMITTEE

**Regional Workforce
Development Area**

Metro Regional Area #4

**Local Workforce Development
Area**

Dakota-Scott, Local Area #14

MEMBER (Name, Title)	ORGANIZATION	LWDA	COMMITTEE ROLE
Mary Hamann-Roland, Commissioner Mike Forbord, Board Chair Mark Jacobs, Board Director	Dakota County Schmitt & Sons Dakota County	14	Members
Stan Karwoski, Commissioner Laura Levine, Board Chair Rick Roy, Board Director	Washington County Cottage Grove Chamber of Commerce Washington County	16	Members
Rena Moran, Commissioner Elisa Rasmussen, Board Chair Ling Becker, Board Director	Ramsey County Xcel Energy Ramsey County	15	Members
Scott Schulte, Commissioner Paul Johnson, Board Chair Nicole Swanson, Board Director	Anoka County NTH, Inc. Anoka County	12	Members
Jacob Frey, Mayor Jonathan Weinhagen, Board Chair Deb Bahr-Helgen, Board Director	City of Minneapolis Minneapolis Chamber of Commerce City of Minneapolis	10	Members
Irene Fernando, Commissioner Nicole Mattson, Board Chair Erik Aamoth, Board Director	Hennepin County Care Providers of Minnesota Hennepin County	9	Members

Attachment B

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

Dakota County Employment & Economic Assistance

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Equal Opportunity Officer	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Program Complaint Officer	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Records Management/ Records Retention Coordinator	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
ADA Coordinator	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Data Practices Coordinator	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Language Access Coordinator	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs

CareerForce Center in Burnsville

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Job Service Manager	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Vocational Rehabilitation Services Manager	Heather Felderman	651-435-1550	heather.felderman@state.mn.us	Lisa Hatz
State Services for the Blind Manager	Jon Benson	651-539-2332	Jon.benson@state.mn.us	Natasha Jerde

ROLE	Contact Name	Phone	Email	Reports to (name only)
Local Workforce Development Area Director	Mark Jacobs	651-554-5622	Mark.jacobs@co.dakota.mn.us	Nadir Abdi
Adult Basic Education (ABE)	Eric Lind	952-431-8322	Eric.lind@district195.org	Mary M. Kreger
Carl Perkins Post-Secondary Manager	Mary Jo Gardner	651-450-3835	Mgardner@inverhills.edu	Michael Berndt
Adult	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Dislocated Worker	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Youth	Amber Higgins	651-554-6875	Amber.higgins@co.dakota.mn.us	Mark Jacobs

CareerForce Center in West St. Paul

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Job Service Manager	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Vocational Rehabilitation Services Manager	Erin Kampa	651-529-2201	Erin.kampa@state.mn.us	Lisa Hatz
State Services for the Blind Manager	Jon Benson	651-539-2332	Jon.benson@state.mn.us	Natasha Jerde
Local Workforce Development Area Director	Mark Jacobs	651-554-5622	Mark.jacobs@co.dakota.mn.us	Nadir Abdi
Adult Basic Education (ABE)	Jeanne Zehnder	651-306-3632	jzehnder@sspps.org	Brian Zambreno

ROLE	Contact Name	Phone	Email	Reports to (name only)
Carl Perkins Post-Secondary Manager	Mary Jo Gardner	651-450-3835	Mgardner@inverhills.edu	Michael Berndt
Adult	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Dislocated Worker	Jill Pittelkow	651-554-5670	Jill.pittelkow@co.dakota.mn.us	Mark Jacobs
Youth	Amber Higgins	651-554-6875	Amber.higgins@co.dakota.mn.us	Mark Jacobs

CareerForce Center in Shakopee

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Brandon Kmety	952-496-8273	BKmety@co.scott.mn.us	Kari Ouimette
Job Service Manager	Mike Yanda	952-703-3109	Mike.yanda@state.mn.us	Art Larsen
Vocational Rehabilitation Services Manager	Heather Felderman	651-435-1550	heather.felderman@state.mn.us	Lisa Hatz
State Services for the Blind Manager	Jon Benson	651-539-2332	Jon.benson@state.mn.us	Natasha Jerde
Local Workforce Development Area Director	Mark Jacobs	651-554-5622	Mark.jacobs@co.dakota.mn.us	Nadir Abdi
Adult Basic Education (ABE)	Elizabeth Harner	952-567-8107	eharner@swmetro.k12.mn.us	Darren Kermes
Carl Perkins Post-Secondary Manager	Mary Jo Gardner	651-450-3835	Mgardner@inverhills.edu	Michael Berndt
Adult	Brandon Kmety	952-496-8273	BKmety@co.scott.mn.us	Kari Ouimette
Dislocated Worker	Brandon Kmety	952-496-8273	BKmety@co.scott.mn.us	Kari Ouimette
Youth	Brandon Kmety	952-496-8273	BKmety@co.scott.mn.us	Kari Ouimette

Attachment C LOCAL AREA BOARD MEMBERSHIP LIST

**Regional Workforce
Development Area**

Metro Regional Area #4

**Local Workforce
Development Area**

Dakota-Scott, Local Area #14

MEMBER	POSITION/ORGANIZATION	TERM ENDS
Representatives Of Business in Local Workforce Development Area 1. Joel Akason 2. Ronnie Bassett 3. Anita Drentlaw 4. Mike Forbord 5. Sally Haack 6. Ashley Halvorson 7. Kristin Ridley 8. Jeffrey Rainey 9. Andrew Howard 10. Stacy Crakes 11. Erin Woodward 12. Holly Opegard 13. Jennifer Harmening	1. Director Business Development/Kraus Anderson 2. President/Cal-Tex Electric, Inc. 3. President & CFO/New Market Bank 4. Director of Operations/Schmitt & Sons 5. Director of Human Resources/Allina Health-St. Francis Regional Medical Center 6. HR Business Partner/Thomson Reuters 7. Marketing Communications Manager/Rihm Kenworth 8. Econ. Dev. Director/Dakota Electric Association 9. Sr. Enterprise Procurement Manager/General Dynamics 10. Business Dev. Manager/Short Elliott Hendrickson Inc. 11. Global Director of Sustainability/Resideo 12. Recruitment Marketing Specialist/SMSC Gaming Enterprise/Mystic Lake Casino 13. President/Burnsville Chamber of Commerce	1. 6/30/2024 2. 6/30/2025 3. 6/30/2024 4. 6/30/2024 5. 6/30/2024 6. 6/30/2024 7. 6/30/2024 8. 6/30/2024 9. 6/30/2025 10. 6/30/2025 11. 6/30/2025 12. 6/30/2024 13. 6/30/2024
Labor & Community-Based Organizations 14. Barry Davies 15. Jim Sloan	14. Business Manager, Financial Secretary-Treasurer/Ironworkers Local 512 15. Business Representative/Steamfitters-Pipefitters Local 455	14. 6/30/2024 15. 6/30/2025
Education & Training 16. Rick Martagon 17. Eric Lind 18. Michael Berndt 19. Darren Kermes	16. Executive Director/Building Strong Communities 17. ABE Program Manager/Independent School District 196 18. President/Inver Hills Community College & Dakota County Technical College 19. Superintendent/Southwest Metro Intermediate District 288	16. 6/30/2025 17. 6/30/2025 18. 6/30/2024 19. 6/30/2024

MEMBER	POSITION/ORGANIZATION	TERM ENDS
Government		
20. Jo Foust	20. Business & Community Dev. Director/Scott County CDA	20. 6/30/2024
21. Mike Yanda	21. Area Manager/MN DEED Job Services	21. 6/30/2025
22. Heather Felderman	22. Area Manager/MN DEED Vocational Rehabilitation Services	22. 6/30/2025
23. Barb Dahl	23. Health and Human Services Director/Scott County	23. 6/30/2025
24. Chrissie Carver	24. Exec. Assist. to the CEO/Minnesota Council of Churches	24. 6/30/2025

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
Chair - Mike Forbord	22750 Pillsbury Ave Lakeville, MN 55044 952-985-7574 mforbord@schmittvandsons.com
Vice Chair – Jennifer Harmening	220 South River Ridge Circle, #101 Burnsville, MN 55337 952.898.5641 jennifer@burnsvillechamber.com
Secretary - N/A	

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Metro Regional Area #4
Local Workforce Development Area	Dakota-Scott, Local Area #14

Committee Name	Objective/Purpose
Business Services Committee	To provide effective communication and resources to employers and Dakota and Scott Counties supporting business needs.
CareerForce Committee	Bring together CareerForce locations and community partners to meet and address job seeker and employer needs.
Community Relations Committee	To educate policy makers on the role of Workforce Development Board and promote appropriate legislation.
Evaluation Committee	Develop, refine and evaluate performance measures of the WorkForce Center partners, including customer satisfaction effectiveness, and efficiency of the programs under the Workforce Development Board's authority.
Executive Committee	To oversee and coordinate the goals and activities of the Dakota-Scott Workforce Development Board.
Youth Committee	To provide leadership and support to community partners in fostering the educational and employment success of youth.

Attachment E**LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST****Regional Workforce
Development Area**

Metro Regional Area #4

**Local Workforce
Development Area**

Dakota-Scott, Local Area #14

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which CFC?	If not in CFC, provide Address, City, State, ZIP Code
Carver Scott Educational Cooperative	Youth program academic training and work experience, financial literacy, and workshops for adults.	WIOA Youth, MYP, WIOA Adult, MFIP, DWP	Co-located in the same building as the Scott County WFC	792 Canterbury Rd. S. Shakopee, MN 55379
HIRED	Case management and workshops for WIOA Adult, Dislocated Worker, WIOA Youth	WIOA Adult, WIOA DW, State DW, WIOA Youth	West St. Paul	
DEED – Job Service	Case management and workshops for WIOA Adult, Dislocated Worker	WIOA Adult, WIOA DW, Minnesota DW	West St. Paul and Burnsville	
Tree Trust	Youth program work experience and financial literacy	MYP	N/A	2231 Edgewood Ave. S. St. Louis Park, MN 55426
Avivo	MFIP case management	MFIP-TANF	West St. Paul and Burnsville	

Attachment F
LOCAL WORKFORCE DEVELOPMENT AREA NON-CFC PROGRAM SERVICE
DELIVERY LOCATION LIST

**Regional Workforce
Development Area**

Metro Regional Area #4

**Local Workforce
Development Area**

Dakota-Scott, Local Area #14

Name and Location (City)	Program Service Delivered
Dakota County Libraries	Job Search Workshops

Attachment G

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

Based on your most recent analysis of regional economies, provide a list of the key industries in your regional economy.

Dakota County Industry Statics, Q3 2023

Industry	Number of Jobs	Share of Total Jobs	Change in Jobs Q3 2022 – Q3 2023		Number of Firms	Avg. Annual Wage
			Numeric	Percent		
Total, All Industries	189,035	100.0%	2,438	1.3%	11,615	\$67,184
Health Care and Social Assistance	24,438	12.9%	1,103	4.7%	1,853	\$54,496
Retail Trade	23,875	12.6%	397	1.7%	1,130	\$39,052
Manufacturing	19,927	10.5%	209	1.1%	465	\$82,004
Accommodation and Food Services	15,558	8.2%	368	2.4%	763	\$25,688
Transportation and Warehousing	14,320	7.6%	49	0.3%	459	\$72,124
Educational Services	12,194	6.5%	1,505	14.1%	310	\$59,540
Construction	11,814	6.2%	177	1.5%	1,060	\$92,196
Finance and Insurance	9,349	4.9%	-747	-7.4%	619	\$105,300
Wholesale Trade	9,025	4.8%	-159	-1.7%	708	\$86,788
Administrative and Support Services	8,881	4.7%	-259	-2.8%	600	\$49,140
Professional, Scientific, and Technical Services	8,060	4.3%	-213	-2.6%	1,284	\$93,028
Other Services	7,174	3.8%	166	2.4%	1,181	\$46,280
Public Administration	6,239	3.3%	55	0.9%	78	\$70,044
Information	5,215	2.8%	-391	-7.0%	205	\$108,056
Management of Companies	4,496	2.4%	-1	0.0%	92	\$135,148
Arts, Entertainment, and Recreation	4,169	2.2%	-37	-0.9%	210	\$89,648
Real Estate and Rental and Leasing	2,334	1.2%	177	8.2%	517	\$66,820
Agriculture	1,305	0.7%	40	3.2%	59	\$37,492
Utilities	537	0.3%	11	2.1%	13	\$128,544
Mining	119	0.1%	-11	-8.5%	9	\$118,248

Source: DEED Quarterly Census of Employment and Wages

Scott County Industry Statistics, Q3 2023

Industry	Number of Jobs	Share of Total Jobs	Change in Jobs Q3 2022 – Q3 2023		Number of Firms	Avg. Annual Wage
			Numeric	Percent		
Total, All Industries	61,782	100.0%	854	1.4%	3,895	\$57,928
Transportation and Warehousing	9,070	14.7%	-207	-2.2%	146	\$41,808
Accommodation and Food Services	7,498	12.1%	-5	-0.1%	261	\$34,320
Construction	6,740	10.9%	-163	-2.4%	561	\$85,956
Manufacturing	6,299	10.2%	62	1.0%	179	\$80,808
Retail Trade	6,038	9.8%	291	5.1%	302	\$36,764
Health Care and Social Assistance	5,715	9.3%	196	3.6%	622	\$57,356
Educational Services	3,350	5.4%	240	7.7%	79	\$52,780
Arts, Entertainment, and Recreation	3,242	5.2%	146	4.7%	90	\$28,964
Wholesale Trade	3,111	5.0%	95	3.1%	204	\$84,604
Public Administration	2,890	4.7%	204	7.6%	32	\$67,756
Administrative and Support Services	2,374	3.8%	13	0.6%	256	\$51,792
Other Services	2,083	3.4%	199	10.6%	356	\$41,340
Professional, Scientific, and Technical Services	1,417	2.3%	-116	-7.6%	377	\$147,992
Finance and Insurance	674	1.1%	-86	-11.3%	157	\$80,808
Real Estate and Rental and Leasing	443	0.7%	-5	-1.1%	143	\$71,864
Information	261	0.4%	-6	-2.2%	60	\$70,616
Utilities	220	0.4%	11	5.3%	10	\$105,768
Management of Companies	148	0.2%	-28	-15.9%	25	\$107,640
Agriculture	129	0.2%	9	7.5%	28	\$43,264
Mining	75	0.1%	6	8.7%	7	\$89,648

Source: DEED Quarterly Census of Employment and Wages