



Local Plan

Minnesota's Workforce Development System under WIOA

Program Years 2018 & 2019

Submitted by

**Local Workforce Development Area #9; Hennepin-Carver
Workforce Development Board**

Department of Employment and Economic Development

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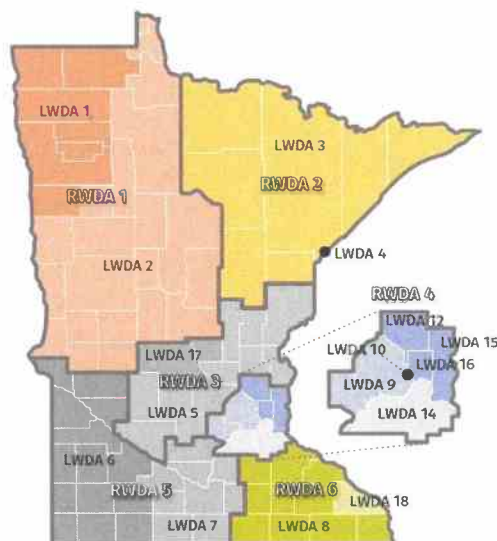
INTRODUCTION

The purposes of the WIOA are the following:

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

Workforce Development Areas

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



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

Minnesota's Vision for the Workforce Development System

Vision Statement:

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

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

Mission:

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

Rationale:

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

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

SECTION B: LOCAL PLAN

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

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

The current locations of WorkForce Centers within Workforce Development Area (WDA) #09 serve our demographic targets well at this time.

The Greater Metropolitan Workforce Council (GMWC) anticipates taking two steps together during the coming year: a) an informal review of service locations relative to population/demographic needs; and, b) consideration of shared criteria for recognizing affiliates among partners and contracted community-based providers. These analyses will be conducted jointly by all metro area Boards with results considered collectively by the regional oversight group identified in the regional plan.

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

WDA #09 has a service delivery system that extends beyond the one-stop locations and provides direct services throughout suburban Hennepin County and Carver County with programming funded by WIOA. Shared staff responsibilities across providers and programs help assist with ongoing coordination and cooperation amongst and between providers. Our network of providers offer some common programs, services and activities but also provides unique opportunities. The sites are physically separate but share information and connections for their customers through staff communication, information sessions, marketing materials and online via websites. Each site is able to provide customers with connections to WIOA programs and services in addition to many other resources.

WDA #09 works in partnership with the North and South Hennepin WorkForce Centers and the Minnesota Department of Employment and Economic Development (DEED) at the Hennepin County one-stop locations to meet regularly with staff and partners at each of the WorkForce Centers in suburban Hennepin to review programming, client flow, and ensure high quality coordinated service between WorkForce Centers and partner sites in suburban Hennepin County. These face-to-face contacts address all elements of program coordination at our shared sites.

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

WDA #09 staff ensure high quality coordinated service between community providers through regularly scheduled face-to-face meetings to work collectively through any policy, programming, procedure, or strategy that impacts all partners as a whole.

Through Hennepin Career Connections, low-income, County-involved residents will have priority access to training and placement pathways for work as Hennepin County employees or in comparable private sector positions.

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

The Hennepin-Carver Workforce Development Board and the staff have begun discussions with county stakeholders and leadership to determine other strategies to maximize services and improve methodologies to expand capacity and access through partnering with Hennepin County divisions providing outreach and service.

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.

The metro Workforce Development Boards will collectively undertake an analysis of service element availability at physical locations and online, relative to expected needs of populations being served – specifically youth and adults with barriers to employment and/or who would benefit from culturally-specific service delivery strategies. As with the location analysis above, this will be completed collectively and presented with recommendations to the regional oversight group identified in the regional plan.

Now that the final WIOA rules have been published and in order to meet the requirement of at least one comprehensive one-stop center per local area, WDA #09 will continue assessing the needs and requirements of programs and services. Customers will have access to all the programs, services and activities of the full range of required one-stop partners. Other services may be offered at specialized sites through contracts with service providers at local community-based organizations. The diverse staff among these employment service providers, and their neighborhood-based locations with their many points of entry, ensures a robust service delivery system that represents the diversity of our community and often can better facilitate access for communities of color and persons with disabilities.

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

In conjunction with the analysis outlined above, recommendations for new or enhanced technology will be made to ensure that metro job seekers and employers have access to tools they need to enjoy successful labor exchange functions.

WDA# 09 will use appropriate technologies for all clients seeking services and will be available at the One-Stop Center and affiliated sites throughout suburban Hennepin and Carver county's and will comply with all ADA requirements by making available appropriate technologies to persons with disabilities. In addition to regular technology services we will be utilizing the CareerForce platform as it is rolled out to the workforce Centers.

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

As noted earlier, the GMWC will collectively undertake an analysis that will also include assessing the availability, suitability, and accessibility of support services at

service locations throughout the region, physical locations and online, relative to expected needs of populations being served – specifically youth and adults with barriers to employment and/or who would benefit from culturally-specific service delivery strategies. As with the location analysis above, this will be completed collectively and presented with recommendations to the regional oversight group identified in the regional plan.

Staff will be working closely with grantees in order to fully maximize the impact of support services to the barriers many participants face. We will be working with the grantees to identify ways to align and leverage the WIOA Adult and Dislocated Worker dollars to target populations facing extreme unemployment with the current economy. Professional Development opportunities will be created as well as hands on technical assistance.

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

The Hennepin-Carver Workforce Development Board will coordinate with Hennepin County Workforce Development staff on infrastructure funding requirements and protocol for addressing discrepancies using guidance and technical assistance from DEED. WDA #09 will rely on existing (or modified) Memoranda of Understanding and internal audit processes to address any compliance issues in addition to suggested guidance from DEED.

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

In accordance with federal requirements and under guidance of DEED, the Hennepin-Carver Workforce Development Board, with support of County staff, will train contracted partners on infrastructure funding requirements and protocol for addressing discrepancies. Service alignment issues will be addressed, as noted above, in our contracting process and in regular communications with partners during implementation.

As appropriate, the Hennepin-Carver Workforce Development Board will rely on existing, modified, or new agreements, such as Memoranda of Understanding and internal audit processes and DEED policy guidance to address any compliance issues regarding infrastructure funding requirements.

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

The Hennepin County staff and attorney will develop a template MOU for review with service partners, drawing on expertise from other county Workforce Development Board entities. Partners will engage in a negotiation regarding commitments of resources and cost allocations. Leaders of all organizations will review final MOUs prior to signing.

The MOU will include an Infrastructure Funding Agreement, listing the financial resources, if any, each partner will contribute to support the provision of services at

the one-stop center.

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

As the most populous Workforce Development Area in the state, the Hennepin-Carver Workforce Development Board strives to maintain high quality services and superior outcomes even as it continues to serve a high volume of jobseekers with barriers and businesses with multiple levels of demand. The Board values skill training – particularly for middle-skill jobs, which are plentiful in the region that can assist moving lower-income individuals into middle-class living.

The Board focuses on strategies to remove systemic barriers to employment facing individuals of color, individuals with disabilities, gender based inequities, and barriers affecting disconnected youth.

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

Aligning with state and regional goals, Hennepin Carver's goal is to ensure our system meets the needs of youth and adults, including underrepresented communities of color, those with disabilities, and barriers to employment, by adapting our policies and procedures guided in part by community and customer feedback. We will continue to strive to provide the most appropriate services, training and other tools to assist our diverse participants so that no matter their starting point, our customers are prepared to fill the in demand jobs provided by our local employers.

Hennepin County has received dollars for career pathways and has determined a positive return on investment. This being said, we will work on connecting programming to these pathways in order to meet the demands of employers within the county, and inclusive of the county as an employer as well.

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

The Hennepin-Carver Workforce Development Board will develop strategies and tactics to best achieve the goals in partnership with the Greater Metropolitan Workforce Council by using the GreaterMSP Regional Dashboard indicators to assess progress toward regional economic growth and economic self-sufficiency. The metro Boards will target two specific indicators to impact over a multi-year period: the employment gap between persons of color and whites and talent availability – particularly the number of individuals who receive credentials that contribute to associates degree awards in the region.

Performance goals are aligned with federal performance accountability measures and are clearly specified in all service provider contracts with emphasis on meeting or exceeding goals.

Staff are working closely with grantees to understand the WIOA policies, procedures and accountability requirements up front. We are adding resources to our Request for Proposals as well as materials such as a policy handbook that will guide providers

for success.

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

WDA #09 will work to strategically align programming resources across a variety of funding sources to ensure that the vision of a robust and integrated system of career pathways, capable of assisting clients at various life intersections, is fully realized. Training will be available for occupations in demand for participants from GED completion, short-term certificates and AA degrees to assistance with completing final coursework in order to obtain a BA/MA degree, if needed.

The one-stop operator coordinates service delivery among the required core partners including coordination of services at the comprehensive Minneapolis one-stop location and any affiliate location. These services are executed through a Memorandum of Understanding (MOU) with the required one-stop partners. WDA #10 staff will continue to work to fully align and coordinate amongst the larger workforce delivery system that includes our WIOA core partners and others in our WDA and our region.

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

The GMWC, following the focus on specific occupational clusters and career pathways (outlined in the regional plan), will work with all of the metropolitan Carl Perkins consortium partners, collectively, to identify appropriate Perkins-funded activities that support entry and advancement into the career identified pathways. The Hennepin-Carver Workforce Development Board will pursue appropriate steps, with its own Perkins consortia members, to ensure program alignment within the Workforce Development Area.

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

As noted earlier, the Hennepin-Carver Workforce Development Board is expanding and strengthening services at the Bloomington WorkForce Center (with Brooklyn Park, expected to follow), to better support individuals with barriers to employment. Outreach efforts will also be strengthened through expanded relationships and effort to reach County-involved adults and youth (via Hennepin Career Connections), individuals experiencing or at risk of experiencing homelessness (via suburban service locations), in-school youth (via school partners and North Hennepin Chamber of Commerce program); and, in-house referrals from Veteran and Vocational Rehabilitation Services.

Adult Basic Education and other secondary school partners will continue to be engaged in programming specific to adults and youth with academic barriers to employment and skill development needs.

As noted in the WIOA State Plan, Minnesota has a goal to *reduce educational, skills*

training and employment disparities based on race, disability, disconnected youth or gender. The Hennepin-Carver Workforce Development Board will ensure programming is intentional and thoughtful in addressing such disparities and barriers.

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

The Hennepin-Carver Workforce Development Board and staff will work with providers to ensure services are targeted to populations facing education, skills training, employment disparities based on race, disability, disconnected youth or gender. We will work to understand the necessary support services to assist these populations in overcoming the barriers that may prohibit them from participation in programming and/or successful employment.

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

Building on the metrowide sector approach described in the Twin Cities metro regional plan (see attached), the GWMC will identify career pathways associated with identified priority sectors. As part of the career pathway development, metro Boards will detail training and credentialing opportunities, broker co-enrollment possibilities with area training providers, and work to identify financial resources and other supports to allow WIOA program participants to pursue these pathways.

The MN WIOA State Plan has prioritized the need to *build employer-led industry sector partnerships that expand the talent pipeline to be inclusive of gender, race and disability to meet industry demands for a skilled workforce.* The Hennepin-Carver Workforce Development Board will work with employers to create career pathway and stackable credential opportunities for all individuals, prioritizing those noted above.

Hennepin County is focusing on the employment domain, identifying ways in which employment programs can be aligned or leveraged in order to have the greatest impact on those we serve. Hennepin County staff are looking at the existing co-enrollments amongst employment programs, and may look at the co-enrollment of non-employment programs as well in order to maximize the use of supports to assist individuals as they progress in their employment pathway.

Finally, Hennepin County staff have connected with the WIOA Adult, WIOA Dislocated Worker and State Dislocated Worker provider

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

The GMWC has identified specific sectors and associated career pathways in the Twin Cities regional plan that calls for the convening of metrowide 'sector panels' in partnership with Chambers, MnSCU partners, MnSCU advisory boards, and others.

These panels will be business-led, focused on the workforce needs within a particular industry or occupational cluster. The Hennepin-Carver Workforce Development Board is likely to take a lead role in organizing the emerging public sector/admin panel as well as possibly the health care and manufacturing sectors for the region on behalf of our metro partners.

In addition to the participation in key regional sectors, the Hennepin-Carver Workforce Development Board will continue its outreach and relationship-building with local businesses through partnership with DEED Business Service representatives, partnerships with area Chambers of Commerce, and industry associations. There is particular strength in our relationship with the North Hennepin Chamber of Commerce, where we are piloting several youth service initiatives in partnership with area schools; and, partnering in job fairs twice annually that overwhelmingly serve local employers.

The WIOA Title 1B providers will be required to explain how they partner with employers and target industries in demand. The current providers have strong employer relationships and the ability to expand these relationships as necessary in reducing employment disparities.

Finally, the Hennepin County Workforce Leadership Council, convened by Commissioner Peter McLaughlin and Minneapolis Downtown Council President Steve Cramer, has begun to serve as an aggregator of demand for work opportunities that may be particularly appropriate for County-involved adults. Hennepin County will make use of the business leadership at this table for its Hennepin Workforce Career Connections programs as well as other workforce development efforts.

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

The Hennepin-Carver Workforce Development Board has touchpoints with local businesses in suburban Hennepin County at multiple levels: representatives on the Board itself, partners with area college and CBO training providers, representatives on numerous civic organizations and clubs (e.g., Chambers, Rotary, et al), and, as partners in multiple school-based initiatives in which County staff have meaningful relationships.

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

The GMWC is developing a governance structure that substantially engages regional economic development providers in new ways, particularly with more cross-appointments between economic development and local Workforce Development Boards. Further, the GMWC envisions an annual gathering of regional partners to review economic and demographic data and update each other on shared strategies toward regional prosperity.

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

The Hennepin-Carver Workforce Development Board is strengthening its service offerings at the Bloomington and Brooklyn Park WorkForce Centers to offer more intensive workshops and services, many of which will be targeted specifically to UI claimants, dislocated, and incumbent workers. Specific offerings are expected to include: one-on-one job staff-assisted search sessions, additional job search and networking workshops, and significant increase in *Creative Job Search* workshop capacity.

The local area staff will work to have better linkages by:

- Having job service staff attend the Reemployment Services sessions that are hosted by the UI staff.
- Work with individuals to identify appropriate programs to enroll in
- Assist individuals who do not enroll in a program to make sure they have registered and entered their resume in MinnesotaWorks.net and further assist them in job seeking services.
- Work with culturally specific organizations as appropriate to ensure the highest level of services may be provided to meet the needs of populations served.

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

As noted above, the Hennepin-Carver Workforce Development Board, as a member of the GMWC, is engaging with regional economic development activities at higher levels than previously. Just underneath that level of connectivity, the metro Workforce Development Boards are exploring a more systemic approach to promotion of entrepreneurship training and microenterprise supports. The GMWC will initiate discussion with the broad 'business development' and entrepreneurship communities to see how to best connect their services and offerings with jobseekers who also wish to explore business development pathways. And, the GMWC will explore partnerships to expose WorkForce Center staff to local business development opportunities that may be under consideration so that they could potentially identify talent for those emerging businesses.

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

The Hennepin-Carver Workforce Development Board, as a member of the GMWC, will explore conversation with the community of nonprofit training providers about a shared vision for continuous improvement across the public and nonprofit workforce arenas. Multiple efforts in recent years have supported continuous improvement among eligible training providers (notably, the Twin Cities Greater United Way return-on-investment work, participation in the national Workforce Benchmarking project, participation in the GWDC return-on-investment workgroup, and a most recent engagement with CLASP led by the Minnesota Employment Services Coalition (MESCC). Many of these efforts have involved eligible training providers, but not necessarily engaged the public workforce system directly. Discussions are expected during this program year about how to bring such efforts together.

In the end, each local Workforce Development Board will manage the quality of service among its own training providers by pruning and/or adding to the eligible training provider list.

The Hennepin-Carver Workforce Development Board and Hennepin County staff will review outcome data for each of the organizations selected to provide services. Staff will work with them to ensure they are on track with meeting the projected goals as well as providing quality services. Staff will also ensure providers are WIOA certified as necessary per the appropriate program, utilizing approved services while maintaining an effort to be innovative in the service delivery design.

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

As noted earlier, there will be multiple levels of engagement of eligible training providers and public partners to engage with local employers, incumbent workers, and jobseekers to ensure alignment of programs and services.

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

The Hennepin-Carver Workforce Development Board will work closely with 'remote' service locations within its Workforce Development Area to (community-based providers, libraries, other county service locations) to identify opportunities for electronic access to be made available as widely as possible. We note, however, that with an increased emphasis on staff-assisted services at WorkForce Center locations, a primary goal of such access points may be to drive traffic toward locations where staff-assisted services can be made available.

The Hennepin-Carver Workforce Development Board will work with providers to create effective partnerships that will target populations that are unable to come to the WorkForce Center for services. Such partnerships could include working with culturally specific organizations, libraries, technology platforms, etc.

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

The Hennepin-Carver Workforce Development Board will train its own staff on applicable provisions of the ADA using material to be jointly developed by the GMWC in partnership with the MN Workforce Council Association and DEED.

Staff will work with internal and external partners in ensuring section 188 is understood. This will include physical and programmatic elements to serving individuals with disabilities.

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

The primary partners in the Hennepin-Carver WorkForce Centers include:

- 1) **Hennepin County staff** who serve as the WIOA administrative entity and staff to the Hennepin-Carver Workforce Development Board. County staff

also provide management and oversight for Title I Adult, Dislocated Worker and Youth Services, function as administrative liaison to Hennepin County's Diversionary Work Program (DWP), Minnesota Family Investment Program (MFIP/TANF) and the County Supplemental Nutrition Assistance Program (SNAP) partners. County staff are also responsible for securing relationships with, and services from other partners and vendors serving customers in the two WorkForce Centers in Hennepin County.

- 2) **MN Department of Employment and Economic Development (DEED)** is a major partner, providing Wagner-Peyser labor exchange services, Job Service staff, Veteran Services staff, liaison with Unemployment Insurance services and associated Re-employment Assistance. DEED staff also provide pre-screening for program eligibility, manage resource room functions, and offer individual client services as appropriate.
- 3) **Vocational Rehabilitation Services** provides vocational assessments, community-based evaluations, job placement and coaching support, and additional case management as it relates to tuition and other support services.
- 4) **HIRED** is contracted to deliver adult and dislocated worker services, included client assessments, case management, referrals for training, and additional supports.
- 5) Although not delivering services on-site within the Hennepin South or Brooklyn Park WorkForce Centers, our community college partners (Normandale, Hennepin Technical College, and North Hennepin Community College) and our Adult Basic Education and Carl D. Perkins Consortium partners (Hennepin West and Southwest Metro) are significant partners in shaping services within the Workforce Development Area. To the best of its ability, Hennepin County staff also engage many of the 22 independent school districts, as well as charter schools, serving Hennepin County, particularly in addressing youth workforce needs.

We are in the process of updating our MOUs with the primary partners named above to reflect new operating arrangements under WIOA.

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

The Hennepin-Carver Workforce Development Board offers a range of employment and training activities to adult and dislocated workers at its WorkForce Centers and at other locations. These include:

- Creative Job Search workshops
- Interviewing workshops and coaching
- Specialty workshops and coaching on specific tools, e.g., LinkedIn.
- Group/peer support via job clubs
- Interest assessments
- Job Fairs
- Basic, advanced, and specialized one-on-one job search services
- Assessments for adult basic education and advanced job training opportunities
- **Career pathway program opportunities**

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

The Hennepin-Carver Workforce Development Board offers a range of youth development activities including:

- Year-round training and placement services delivered by Tree Trust
- Summer youth training and placement program
- In-school youth services focused on career awareness and career pathway efforts (some delivered in partnership with area Chambers of Commerce)
- Out-of-school youth training and placement services, with partnerships (being strengthened) with County Sheriffs, courts, and school-based truancy officers. There may be particular emphasis on reaching truant, but not-yet-released students *before* they become fully out-of-school youth.

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

As noted in Question #12, the GMWC, following the focus on specific occupational clusters and career pathways (outlined in the regional plan), will engage Carl Perkins consortium partners who often represent our closest relationship with secondary and post-secondary partners. Local efforts to support students will be developed, in conjunction with metrowide efforts focused on identified career pathways, and efforts will be made at the local and regional levels to ensure that services are not duplicated.

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

The GMWC is committed to working cooperatively to strengthen relationships with the Met Council at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation challenges represent a primary barrier to employment. The Hennepin-Carver Workforce Development Board will make particular effort to ensure that suburban jobseekers have better access to public transit (and/or other forms of transportation assistance) and that suburban employers can better receive workers from urban centers.

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

The Hennepin-Carver Workforce Development Board has Wagner-Peyser staff located within WorkForce Centers who currently have relatively strong working relationships with local staff. Two specific ideas have been explored in the past that may warrant consideration again at the regional level: a) Expansion of the shared contact management system (SalesForce) to further include local staff at multiple levels may strengthen service delivery significantly; and, b) revisit prior discussions about staffing models from other states (Iowa in particular) where Wagner-Peyser staff remain state staff, but take specific direction from local leaders employed by other units of government.

22. Describe how the local area board will coordinate workforce investment activities carried out under this title in the local workforce development area with the provision of adult education