

## SECTION A: REGIONAL PLAN

### REGIONAL LEADERSHIP APPROACH

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

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

Through a joint meeting, key personnel from NWPIC and RMCEP were selected as the core leadership group to oversee the development and coordination of the regional plan. This included the Executive Directors from LWDA's, the Regional Career Counselor Coordinator, and the RMCEP Director of Operations, representation from the Department of Rehabilitation Services, Job Service, Inter-County Community Council and the DEED Workforce Strategy Consultant. Regular meeting dates have been established for the Executive Committee.

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

Through local area Workforce Development Board (WDB) meetings in each LWDA, a core group of Workforce Development Board members will join the above described Regional Leadership Planning Team to provide oversight and development of the regional plan. This group is called the Regional Workforce Alliance. This oversight and development includes meetings of this joint group, integration of input, and approval of the direction and content of the final written plan. The Regional Workforce Alliance group will review any future on-going modifications to the WIOA narrative and WIOA actions plan including the 2018 re-calibration. A schedule has been developed for regular quarterly meetings. Additionally a budget for our work has been provided by DEED and the MJSP.

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

Diverse partnership engagement is ensured through the outreach to and inclusion of persons, leaders, and entities that represent these populations. Examples include the inclusion at various stakeholder meetings of membership from the population of Native Reservations in Regional Planning Area 1, entities that work with the refugee and immigrant population, and social services. At stakeholder meetings held to date, entities representing diverse populations and those who serve populations with barriers to employment included social services financial workers, staff from the local Tribal College, ABE, and membership from the Leech Lake Band of Ojibwe, to name a few. At each stakeholder meeting, attendees are asked who else should be at these meetings, to ensure a broad but representative stakeholder group. On-going outreach has increased RWA membership from communities representing diversity. Work will continue into

2018/19 to identify additional interested parties. Regional workforce events have been planned in early 2018 to identify the need to embrace diversity in workforce development hiring and retention practices.

**Additional inclusions listed below are provided in reference to GWBD recommendations. Guidance Letter, April 4<sup>th</sup> 2018:**

Goal #1 – To reduce educational, skills, training and employment disparities based on race, disability, disconnected youth, or gender.

New Activity #1 - Further develop engagement strategies to serve Native and New American populations, disability populations and disconnected youth. Activities will include community based outreach, community focus groups, and roundtables to obtain relevant information to support these groups with meaningful, culturally based services and opportunities.

New Activity #2 - Information from regional summits held early in 2018 will be utilized to develop and implement strategies to center on diversity as part of the solution to alleviate the critical workforce shortage in the rural regions. At those summits, information was provided by the MN Chamber and the DEED LMI, presenting data that support engagement with groups experiencing disparity as a possible partial solution to alleviate workforce shortages. Groups attending those summits have identified methodologies for community engagement.

New Activity #3 - Attention will be given to out-of-school youth, women and minorities for inclusion of an under-represented non-traditional population in employment fields that are primarily male dominated.

New Activity #4 – Organizational Change Models will be explored highlighting activities that focus on client entered design for inclusion of minorities experiencing disparity in employment outcomes. These ideas will be further developed in the years 3 – 4 of the WIOA Regional Planning effort.

**Additional inclusions listed below are provided in reference to the DEED Provisional Approval letter dated 9/21/2018:**

**Goal #1: Within the creation of the RWA please clearly provide the steps taken to engage diverse populations, strategies to address gender and serve Asian and Native American populations.**

The RWA membership was established by solicitation of several cultural populations familiar to the workforce centers and the services currently provided. This led to membership of representatives of the Native American, and New American populations. RWA Native American populations included representation from the Leech Lake Band of Ojibwa, Red Lake Nation and the White Earth Band. Representatives from the New American population include members from the immigrant population from Somalia and Burundi. Strategies have included on-site job search strategies at the Leech Lake

Tribal College and the Red Lake Nation College along with interaction with tribal governance workforce development divisions. Interaction with the New Americans population in the Moorhead includes provision of job search strategies, ESL and job skills training. Native American and New American populations are prevalent throughout the NW Region and are actively served by Workforce Centers, ABE's and Community Action agencies. Both RMCEP and NWPIC have extensive experience in addressing gender equity issues from a job seeker perspective. Exploration and support of non-traditional careers has long been incorporated into our assessment, career planning, individual service strategy and training components. These strategies, already part of the Local Unified Plans, can be incorporated into the Regional Plan as well. Key partners, such as training institutions, have a strong commitment to gender equity.

RMCEP LWDB has recently engaged a representative of the Women's Business Alliance funded through the Entrepreneurs Fund representing gender equity. Our intent is to develop a partnership to include strategies for gender equity in non-traditional occupations and employment.

NWPIC's WIOA provider – Inter-County Community Council has engaged in a multi-year HUD grant for HUD homeless youth. Events include HUD Meeting in the District of Columbia to connect with TA providers and gain an understanding of first round YHDP grantee experiences, and expectations for the plan and projects

**Additional Note:**

**Although we realize that the Asian populations may be currently underserved as a whole in the State of MN, in the NW Region there are fewer under-served Asian populations, so priority has been given to groups experiencing higher rates of unemployment and poverty. See DEED 2018 NW Minnesota Regional Profile. (noted in citations) Noted below:**

Table 3. Race and Hispanic Origin, 2016	Northwest Minnesota			Minnesota	
	Number	Percent	Change from 2000-2016	Percent	Change from 2000-2016
Total	559,049	100.0%	+6.1%	100.0%	+10.8%
White	513,307	91.8%	+3.8%	84.3%	+4.5%
Black or African American	5,002	0.9%	+245.9%	5.7%	+81.0%
American Indian & Alaska Native	22,434	4.0%	+17.0%	1.0%	+3.5%
Asian & Other Pacific Islander	3,973	0.7%	+64.3%	4.6%	+72.8%
Some Other Race	2,421	0.4%	-27.0%	1.6%	+34.2%
Two or More Races	11,912	2.1%	+99.7%	2.7%	+79.5%
Hispanic or Latino	14,909	2.7%	+86.5%	5.1%	+92.5%

*Source: 2012-2016 American Community Survey, 5-year estimates*

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

Performance Criteria has been identified by DEED and each LWDB is in the process of obtaining approval at the local level to utilize the newly negotiated performance standards. Performance standards for population experiencing inequities in employment outcomes are forthcoming from DEED in the near future.

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

At present, the regional leadership has set goals for 2018 and 2019 as follows:

1) Develop common vision for a skilled workforce; and, (see chart below)

<b>Event</b>	<b>Lead</b>	<b>Timeframe</b>
<u>Regional Planning/RC3</u> - Develop plan to continue work (Recalibrate)	Executive Staff Committee	May/June 2018
<u>RC3</u> - Engage Secondary/Post Secondary Perkins Consortiums/Service Coops. (Develop Career Pathway Model)	Craig Nathan/Workforce Strategy Consultant	September/October 2018 On-going throughout 2019
<u>Regional Planning/RC3</u> – Engage Post Secondary Institutions (Review Career Pathways)	Craig Nathan/ Workforce Strategy Consultant	On-going throughout 2018 and 2019
<u>Regional Planning</u> - Engage RDC's (Develop MN Plan) and strategies to collaborate	Craig Nathan/ Workforce Strategy Consultant	On-going throughout 2018 and 2019
<u>Regional Planning</u> - Engage WFC Partners All-Staff	Executive Staff	Completed June 2018
<u>Regional Planning</u> – Engage ABE Consortia	Craig Nathan	On-going throughout 2018and 2019
<u>Regional Planning</u> - Engage Business and Trade Associations	Craig Nathan/Workforce Strategy Consultant	On-going throughout 2018 and 2019
<u>Regional Planning/RC3</u> - Review Plans and progress	Executive WDC Committee/LWDB's	December 2018 December 2019
<u>RC3</u> – Update Plan for Legislature	Executive Staff Committee	December 2018
<u>Regional Planning/RC3</u> – Report Progress to both WBS	Craig Nathan/Dan Wenner/Kristine Anderson/Vicki Leaderbrand/ Workforce Strategy Consultant	Quarterly 2018/2019

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

NWPIC and RMCEP began sharing policies and best practices prior to the concept of Regional Planning. We have begun to formalize this process through sharing of policies, adapting practices and providing training. We plan to continue these efforts and have already had several meeting of Executive level personnel along this discussion line. Review of LWDB coordination and alignment of policies will continue into 2018/2019.

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

NWPIC and RMCEP will consider and determine the need, format, and content of a cooperative service agreement to promote consistency within the region and align with state policy as we continue in our Regional Planning efforts. We will begin by reviewing current service arrangements of Memorandums of Understanding (MOU) in both LWDBs. An MOU will be developed in 2018 to identify recruitment of LWDB and RWA Members, and approval process including expense reimbursement.

## **REGIONAL STRATEGIC PLANNING**

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

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

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

**The statistics used to develop the original strategies have not changed significantly over the past (2) years. Therefore, original plans with slight modifications will remain the same for 2018/2019 using the updated LMI data and demographics – NW Minnesota Region Profile Sept 4<sup>th</sup>, 2018 (\*noted in citations)**

Northwest Minnesota has consistently reported higher unemployment rates than the rest of Minnesota. The unemployment rate in this region has been about 1% above the state rate from 2005 to 2008, even though this gap was narrowed in 2009 at the height of the recession. In June 2015, the unemployment rates for Economic Development Regions (EDR) 1, 2, and 5 were 4.8 percent higher than the state rate. This unemployment trend is a strong reflection of the condition of the regional economy. There are pockets of economic strength around the larger cities, but most of this region is very rural.

Household incomes are significantly lower in the Northwest Region than the rest of the state. The median household income ranged from \$36,928 in Wadena County (the lowest in the state) to \$54,206 in Stevens County. 52% of the households in this region had incomes below \$50,000 in 2013, compared to 42.4% statewide. This compares to the cost of living in this area, which averages to \$57,408 for a family of 4, with one full-time working adult, one part-time working adult and 2 children. The highest monthly costs are for transportation, food and housing.

Per capita incomes were also lower in this region than the state, at \$25,037 in 2013, compared to \$30,913 statewide. Per capita incomes ranged from \$22,349 in EDR 2 to \$26,205 in EDR 4.

Northwest Minnesota has seen employment growth over the past decade, gaining 5,615 net new jobs from 2004 to 2014. However, the region experienced ups and downs during the last 10 years. The region was growing more slowly than the state prior to the recession, but also saw smaller declines during the recession and therefore had a shorter road to recovery. Like the state, the region fully recovered all of the jobs lost during the recession by 2013, enjoying a 4.2 percent gain between 2010 and 2014, compared to the state's faster 6.5 percent increase. According to DEED's Quarterly Census of Employment & Wages (QCEW) program, Northwest Minnesota was home to 16,547 business establishments providing 216,219 covered jobs through 2014, with a total payroll of just over \$7.7 billion. That was about 8 percent of total employment in the state of Minnesota. Average annual wages were \$35,776 in the region, which was over \$15,000 lower than the state's average annual wage. EDR 4 – West Central is the largest economic development region in Northwest in terms of employment, with 87,025 jobs at 6,737 firms; followed by EDR 5 – North Central with 60,547 jobs at 4,840 firms. EDR 2 – Headwaters was the smallest economy with 30,646 jobs, while EDR 1 – Northwest had the highest average annual wages in the region at \$39,000, though that was still \$12,500 less than the state. EDR 4 saw the largest job growth from 2010 to 2014, adding almost 4,000 jobs in that time. However, all four regions in Northwest added jobs since 2010, with the fastest increase occurring in EDR 2. All four regions in Northwest also gained jobs in the past year, with the region nearly matching the state's rate of job growth from 2013 to 2014.

From *The Northwest Minnesota Economic and Business Conditions Report - 4th Quarter 2015*:

A steady pace of economic activity is expected in Northwest Minnesota over the next several months according to the predictions of the St. Cloud State University (SCSU) Northwest Minnesota Index of Leading Economic Indicators (LEI). Two of the five components of the leading index were lower in the fourth quarter and the LEI were essentially unchanged at -0.24 points. A fall in the Rural Mainstreet Index (which signals a more challenging macroeconomic environment for rural America) and a rise in initial jobless claims were the two



components that helped drag down the LEI. Increased new filings for incorporation and limited liability companies (LLCs) and a rise in the number of residential building permits in the Fargo/Moorhead and Grand Forks/East Grand Forks areas contributed favorably to the regional outlook. Improvement in consumer sentiment was also a positive indicator in the fourth quarter.

There were 923 new business filings with the Office of the Minnesota Secretary of State in Northwest Minnesota in the fourth quarter of 2015 — representing a 7 percent increase from one year ago. 112 new regional business incorporations were recorded in the most recent quarter, a 7 percent increase from the same quarter in 2014. In the fourth quarter, new LLC filings in Northwest Minnesota were up 6.1 percent from one year earlier—increasing to 504. New assumed names totaled 259 in the fourth quarter—1.5 percent fewer filings than the same period in 2014. There were 48 new filings for Northwest Minnesota non-profits in the fourth quarter—41.2 percent more filings than one year ago.

Employment of Northwest Minnesota residents increased by 3.6 percent over the year ending December 2015. The regional unemployment rate was 5.2 percent in December, significantly lower than one year ago. Initial claims for unemployment insurance in December were 789 higher (an increase of 16.7 percent) than in December 2014. The average weekly wage rate in Northwest Minnesota was \$680 in the second quarter of 2015, an annual increase of 2.6 percent. The regional labor force expanded by 11,517 (a 3.9 percent increase) from one year earlier and the region's total bankruptcies fell to their lowest level in several years.

The Fargo/Moorhead Metropolitan Statistical Area (MSA) experienced a mixed economic performance over the past quarter. This MSA tallied gains in overall employment (but decreased employment in two key sectors), a rise in average hours worked, an increased work force, and a lower unemployment rate. This was offset by reduced valuation of residential building permits, lower average hourly earnings, higher initial jobless claims, and a higher cost of living. Economic activity in the Grand Forks/East Grand Forks MSA was similarly mixed in the fourth quarter. Higher overall employment, a lower unemployment rate, a rising labor force, and higher average hourly earnings were offset by declining weekly work hours, a reduction in the value of residential building permits, increased initial jobless claims, and flat



manufacturing employment.

Citations

MacDonald, Richard A. and Banaian, King, "Northwest Minnesota Economic and Business Conditions Report - Fourth Quarter 2015" (2016). *Northwest Minnesota Economic and Business Conditions Report*. Paper 8.

[http://repository.stcloudstate.edu/qebcr\\_nw\\_mn/8](http://repository.stcloudstate.edu/qebcr_nw_mn/8)

Bodin, Chet. "2015 Regional Profile" (October 1, 2015)

**\*Bodin, Chet "2018 Regional Profile (September 14<sup>th</sup>, 2018)**

Minnesota Department of Employment and Economic Development (DEED) Labor Market Information (LMI).

DEED Local Area Unemployment Statistics (LAU)

DEED Quarterly Census of Employment & Wages

U.S. Census Bureau, 2009-2013 "American Community Survey 5-year Estimates."

DEED Cost of Living Tool

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

**The statistics used to develop the original strategies have not changed significantly over the past (2) years. Therefore, original plans with slight modifications will remain the same for 2018/2019 using the updated LMI data and demographics – NW Minnesota Region Profile Sept 4<sup>th</sup>, 2018 (\*noted in citations)**

To understand the condition of the regional workforce in this region, it is important to understand its population characteristics. One of the fastest growing non-metro areas in the state, the population in Northwest Minnesota has increased by 6.1% from 2004-2014, as compared to a 10.9% increase in the state. The population in the northwest region is older than in Minnesota as a whole. Fully one-third of the population is above the age of 55. This region has over 5% fewer people in the 24-54 year-old age group than the state. Northwest Minnesota is expected to continue to see population growth for the next 20 years (projected 7.1%) as compared to the state at 10.8. Most of this population growth will be in the older age groups.

*LABOR FORCE CHANGE, 2000-2014:*

According to data from DEED's Local Area Unemployment Statistics, Northwest Minnesota had an annual average labor force count of just over 297,000 workers through 2014. In line with the region's population increase, Northwest added over 22,000 workers since 2000, increasing from 275,256 available workers in 2000 to 297,374 workers in 2014. This 8.0 percent increase in available workers was the second highest growth rate of the six planning regions in the state, behind just

Central Minnesota and ahead of the Twin Cities. Northwest Minnesota added nearly 10,000 workers during the recession from 2007 to 2011, but since then has seen less growth.

*LABOR FORCE PROJECTIONS, 2015-2025:*

Even if Northwest Minnesota's population changes at the projections described above, the region would be expected to see a decline in the labor force over the next decade. Applying current labor force participation rates to future population projections by age group creates labor force projections for the region, which show a small drop in workforce numbers due to the Baby Boom generation.

The labor force will see a significant shift over time, with small but rapid gains in the number of workers aged 65 years and over against huge declines in the number of workers aged 45 to 64 years. However, the region is still expected to see gains in the number of entry-level workers and 25 to 44 year olds, which will remain the largest segment of the workforce. This will lead to a tight labor market in the future, with employers needing to respond to changing labor force availability in the region.

*EMPLOYMENT CHARACTERISTICS, 2013:*

With just 64.9 percent of the population aged 16 years and over in the labor force, Northwest had much lower labor force participation rates than the state's 70.3 percent. The region had lower labor force participation rates for every age group except 16 to 19 year olds. Age groups 55 and older had the lowest labor force participation rates when compared to state averages. Northwest also had much lower participation rates for most race groups, except American Indian and Asian workers. However, American Indians had a huge unemployment rate disparity in the region, as did Hispanic or Latino workers. Northwest had more than 17,000 veterans in the labor force in the region, with relatively low unemployment rates. In contrast, unemployment rates were highest for young people, minorities, workers with disabilities, and people with lower educational attainment.

Citations

Bodin, Chet. "2015 Regional Profile" (October 1, 2015)

**\*Bodin, Chet "2018 Regional Profile (September 14<sup>th</sup>, 2018)**

Minnesota Department of Employment and Economic Development (DEED) Labor Market Information (LMI).

DEED Local Area Unemployment Statistics (LAU)

DEED Quarterly Census of Employment & Wages

Minnesota State Demographic Center

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

In the Northwest Workforce Development Area (NWPIC, LWDB 1), the local board had previously designated a single Workforce Center located in Thief River Falls. This location is centrally located in the seven county local area and the physical office is located on the Northland Community and Technical College campus. Since inception of the Original Plan, (2) Workforce Affiliates have been added in the LWDB 1 area; Crookston and East Grand Forks. Local staff at the Workforce Center and Affiliates includes the following core partners: Northwest Private Industry Council (local board and WIOA administrative entity); Inter-County Community Council (contracted provider for WIOA Adult, Dislocated Worker, and Youth career services, as well as independent recipient of Minnesota Youth Program and Senior Employment Services funding); State of Minnesota Department of Employment and Economic Development/DEED Job Service Staff/Wagner-Peyser, Contracted provider of MFIP/TANF and SNAP employment services for several local counties, and Vocational Rehabilitation Services. Adult Basic Education also has a classroom on the Northland college campus, but does not co-locate in the same office suite. Other core services that are available for phone referral include Veterans Services and Business Services.

In Rural Minnesota CEP, Inc. area - LWDA 2, Rural Minnesota CEP, Inc. is the service provider and WIOA administrative entity, administering WIOA Adult, WIOA Dislocated Worker, MN State Dislocated Worker, WIOA Youth, Minnesota Youth, and Senior Community Service Programs. RMCEP also contracts with 19 counties to provide MFIP/TANF and SNAP services.

There are seven physical Workforce Centers in LWDA 2: Alexandria, Brainerd, Detroit Lakes, Fergus Falls, Little Falls, Moorhead and Wadena. The RMCEP Administrative Offices are located in Detroit Lakes. All services are provided through these WorkForce Centers. There is (1) Mobile Workforce Service Center in Bemidji. Core partners in the WorkForce Centers include Wagner-Peyser staff that provides DEED Job Services, Vocational Rehabilitation Services and the State Services for the Blind. Not all partners are permanently located at each center, but all centers have access to partners through itinerant, scheduled visits to each center.

Our ABE partners are located in their respective communities and often are co-located with our MnSCU partners.

Both the NWPIC and RMCEP have traditionally worked together on various projects and programs and have already begun to share best practices, policies and procedures. The regional efforts begun with this plan are a natural progression in this partner relationship.

Over the course of the next year as a function of Regional Planning, we plan to jointly conduct a SWOT analysis or Risk Assessment that will assist us as we move forward in these efforts. SWOT or Assessment topics may include strategic, financial, governance, operational and regulatory issues.

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

The Region's vision for a skilled workforce will be developed through our regional planning efforts in this upcoming year(s) 2018/2019. Regardless, both LWDA's hold as priorities meeting employers' workforce development needs through training potential employees to meet those needs. We believe that work is the key to a successful life; from providing a sustaining wage to individuals to providing skilled workforce to area employers, who can then provide goods and services allowing for stronger economies in Northwest Minnesota.

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

### **Area 1 – Sector Partnerships**

12. Describe how the region will use the labor market information and conduct outreach to business and industry to select the targeted sectors for developing career pathways for occupations in demand that provide family sustaining wages. If sectors and occupations have been already selected, describe them within this response. Complete **Attachment G – Local Workforce Development Area Key Industries in Regional Economy.**

The Stakeholder meeting held on April 6, thoroughly reviewed labor market.  
\*Recalibration efforts continue in 2018 and /2019.

Information is periodically reviewed via the Regional Profile to identify workforce demographics, projections and occupations in demand. This will continue as the Regional Profile is annually updated in 2018 and 2019. Our local Labor Market Analyst is a member of our core stakeholder group. NWPIC and RMCEP constantly utilizes the DEED LMI site as well as other reliable source data to determine local and regional workforce development conditions, projections and needs.

At this particular meeting, the stakeholders identified several industries of note (see Chart G) and also held a detailed discussion of area labor market trends that need to be addressed in Planning Region 1. Since originally developed, the Sector Strategy has been updated to include Education and Teaching as a demand sector in the far NW area of the planning region.

Final industries, sectors and/or occupations to target for developing career pathways have been finalized, and will be communicated. All decisions for selection of demand sectors are based on labor market data.

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

The make-up of the sector partnerships have been identified through the Regional Workforce Alliance. Additionally, a "Business Champion" group has been formed to help identify real life solutions to workforce development challenges. We expect not only industry representatives of the respective sector, but also entities that provide training (MnSCU, ABE), agencies that work with issues that are barriers to employment, and agencies that work with minorities and other populations experiencing employment disparities, youth, and service providers to

be involved in the sector partnership. This broad, yet specific partnership will be able to bring their respective expertise to address issues and begin to map a valid career pathway that will lead to sustainable employment.

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

We plan to develop the partnership as described above. Several stakeholder meetings have been held to address the issues and trends of the identified sector, identify any current career pathway model within that industry, and develop a comprehensive career pathway as a result of the expertise brought to the table by the partnership. Although specific plans for development of career pathways have not yet been fully developed, the initial environmental scans have been completed. We plan to continue and finalize this work in 2018 and continue to modify our work in 2019.

Key to this effort is that the pathway must be business-led.

Through these efforts, our plan is to:

- Be responsible for mapping the pathway according to sector input.
- Ensure core program activities are aligned with the sector partnership.
- Identify the skills and credentials for occupations in the pathway according to sector input and along a continuum of career advancement.
- Identify ways to include experiential learning in the pathway.
- Train service provider staff in providing targeted career services for the pathway.
- Ensure the focus on educational pipelines that link skills and credential requirements from K-12 to ABE to post-secondary opportunities.
- Identify additional supports and strategies to serve low-skill, low-wage individuals.

**Additional inclusions listed below are provided in reference to GWBD recommendations. Guidance Letter, April 4<sup>th</sup> 2018:**

**Goal #2 – Build employer-led sector partnerships that expand the talent pipeline to be inclusive of gender, race, and disability to meet industry demands for a skilled workforce.**

New Activity #1 – Use data presented at regional summits and roundtables to help inform business of the availability of non-traditional and under-represented populations as a readily available source for workers. Example – promote recruitment and retention practices that support diversity.

New Activity #2 – Interact with business and educational leaders to re-design training and career pathways for inclusion of under-represented populations.

Example – support training inclusion of women in traditionally male-dominated career fields.

New Activity #3 – Work with WIOA defined partners to prioritize organizational change for inclusion of underrepresented populations into WIOA career and training activities. Example – develop, and implement workforce solutions that include provision of customer-centered design.

These ideas will be further developed in the years 3 – 4 of the WIOA Regional Planning effort.

**Additional inclusions listed below are provided in reference to the DEED Provisional Approval letter dated 9/21/2018:**

**Goal #4: For continuity with the WIOA Regional Plans and MADDO, clearly articulate the use of Labor Market information and steps to engage partnership opportunities.**

Regional planning in the NW Region is best approached by focusing on distinct EDR's due to the size of the Region. Early on in the initial planning and development, meetings were held with the Regional Development Organizations and Commissions. It was learned from those meetings that the Minnesota Association of Development Organizations (MADO) had developed a cohesive plan to connect efforts within the state and EDR's. Those plans referenced development of "Human Capital", also identifying efforts to collaborate with other regional partners involved in Workforce Development. Within each EDR, and points of reference (Sectors and Occupations) were developed using DEED LMI to further denoting areas of sector and occupation focus. We continue to use DEED LMI and regional data in the development of plans that serve both WIOA Regional Planning efforts and the MADO plans for each distinct region within the greater 27 county planning area. Additionally, DEED LMI has been used in several regional summits and business sector partnership meeting to identify areas of focus. A review of Labor Market Data is a standard part of any meeting with new partners. Additional partnerships have been developed through the use of DEED LMI. Some of these are; Initiative Foundations, Secondary Education, Post Secondary Education, Chambers of Commerce, Trade Association and Business Partners.

**Goal #6: Through increased interactions with business, and development of Workforce Summits, Clearly articulate the Use of labor Market Information.**

**Refer to answers contained within Goal #4, stated above.**

## Area 2 – Stakeholder Engagement

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

Using data available through the Regional Profiles, LMI, State Demographics, Census, Unemployment Statistics, and other valid resources, we will identify these criteria. Through our stakeholder meetings, we will verify these data and gather local trend data. The resulting data and verifying process will provide us with solid information to begin to develop strategies to address these discrepancies.

The statistics used to develop the original strategies have not changed significantly over the past (2) years. Therefore, original plans with slight modifications will remain the same for 2018/2019.

For example: We know that our Native American populations face very high unemployment on the 3 reservations within our collective service area. We also know there are high levels of poverty within our service area counties. We plan to expand our exploration to focus on developing strategies to more closely align workforce development efforts to meet these specific needs.

Another example - A Workforce Development Committee has been formed on the Leech Lake Reservation by the Tribal Council. A charter committee has been established which includes a representative of the LWDB 2.

Another example - A focus group was formed to conduct an analysis of factors influencing employment outcomes for New Americans Populations in West Central MN. Several elements of the final report have been implemented. This includes a New American Job Fair and a Workforce Summit geared toward hiring and retaining minority populations. A similar event will be held in Central MN where Native American populations reside.

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

We are starting to identify the issues through the processes described above. We will include stakeholder entities that a) work with populations facing the identified socio-economic issues and, b) represent that population. An example is the inclusion of entities that assist refugees and immigrants, tribal council members, or MFIP service providers. Employers are also key to this engagement because they bring to the table their expertise, solutions and/or barriers they have already experienced in employing diverse populations with socio-economic issues.

NWPIC and RMCEP already have well-established partnerships with community organizations and entities that have specializations in working with diverse populations. Inclusion of these partners in our stakeholder groups is a natural



part of our collective regional planning process.

**Additional inclusions listed below are provided in reference to the DEED Provisional Approval letter dated 9/21/2018:**

**Goal #5 - #1: Provide the process for on-going engagement and plans to include under-represented populations that would address Gender Equity and engagement of Asian and Native American communities in relation to workforce shortages.**

Strategies have been developed to further engage with the Native American Community by providing outreach at tribal colleges with Mobile Workforce Services in rural regions where workforce services are sparse and geographic considerations prevent engagement within “brick and mortar” facilities. Although fewer in population, Asian populations can also access mobile services where they are offered. Currently, there are (8) Mobile Workforce locations in rural communities in the NW Region As identified in

Although we realize that the Asian populations may be currently underserved as a whole in the State of MN, in the NW Region there are fewer under-served Asian populations, so priority has been given to groups experiencing higher rates of unemployment and poverty. See DEED 2018 NW Minnesota Regional Profile.

**Goal #5 - #2, both NWPIC and RMCEP LWDB’s have program and personnel policies identifying Gender Equity as a key provision in support of employment in all occupations, regardless of gender. Our intent is to develop partnerships to include strategies for Gender Equity and LGBTQ populations and employment opportunities in non-traditional occupations.**

- **Non-traditional occupations/gender equity update**

RMCEP and NWPIC have a long supporting entry into non-traditional Occupations, providing information to individuals regarding the potential for entry into non-traditional occupations and supports removing barriers as needed and within regulations to assist with this goal for the individual. Information includes but is not limited to: wages, training requirements, training providers, demand indicators, position openings. (Reference RMCEP/NWPIC Local Unified Plans)

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

As noted above, this engagement will allow us to identify the causes of barriers and

recommend additional strategies, supports and resources that can be brought to ensure successful access to employment and training services and to career pathways.

### **Area 3 – Employment & Training Program Design**

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

We will work to identify ways we can build on our collective strengths and successes and strengthen our collective weaknesses to better provide services to our customers and clients across the region. We will develop these strategies through our stakeholder engagements to provide for a broad perspective. We are doing this through a number of planned events and practices to include focus group interaction, focus group studies, and workforce event engagement with business to identify methods to recruit and retain a diverse workforce.

In addition, redevelopment of career pathways with diversity considerations are part of the overall process.

We are also engaging in methods to create awareness of apprenticeships and internships along with other job seeker connections by connecting the MN Dept of Labor to the local business communities.

We will more closely align the entry to career pathways with our ABE partners, as appropriate. The contextualized bridge courses that work with basic skills along a career pathway continuum has proven effective for this region in the past. We hope to expand and create a more seamless entry point, as appropriate with clients, in this venue with ABE.

Work will continue to engage with Post Secondary Education and Educational Service Coops and Perkins Consortiums to help identify alternative methods for redevelopment of career pathways for consideration in programming at Higher Education Institutions.

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

Largely as a result of the outcomes of our analysis, the entities responsible will be identified. As noted above, for example, we have identified a need to more closely align career pathway entry with our ABE partners. Training providers, business and industry, service providers, social assistance providers, entities that work with diverse populations or with specific socio-economic disparities will most likely be among those identified in the analysis.

Inclusion of a Regional Workforce Alliance – Business Partner Committee(s) will help validate all proposed career pathway development and implementation methods.

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

We continue to work toward developing a focus on expanding access and strategies that will open more opportunities for learning, more options in starting training, shorter training periods (latticeing), more provision for experiential learning, and more work-based training opportunities. We want to focus employment and training services on developing and implementing more culturally diverse approaches and expanding access to these services. Career pathways can be entered and progressed via multiple methods and access points along a continuum.

The first (2) years of WIOA Regional Planning have largely focused on identifying the required members and creating an environment of inclusion.

Given the expanse of the region with 26 counties and over 20 thousand square miles, this is no small task. Therefore a new plan to regionalize within the larger region with associated local agencies and businesses has been started and will continue into 2018 and 2019. Plans include selection of strategies and subsequently a small number of program pilots will be implemented. Evaluation criteria will be developed for analysis and to develop an ongoing plan.

**Additional inclusions listed below are provided in reference to the DEED Provisional Approval letter dated 9/21/2018:**

**Goal #7: Articulate steps for career pathway system and non-system partnerships that clearly identify the process to address gender and inclusion of Asian and Native Americans.**

Development of career pathways through RC3 efforts and non-system partners using LMI embedded Info-graphics describing career pathways (including non-traditional occupations and employment) is a best practice in the rural regions of Minnesota. RC3 will build support for inclusion of all career seekers (Youth, Adult, Native American, Asian and Gender). Strategies to disseminate Info-Graphic information will start in the 4<sup>th</sup> quarter of 2018 with a presentation at the state CTE Conference. Further outreach will start in the first quarter of 2019. Planned interaction at community-based job fairs (including Tribal populations) and a social media presence will help to engage all populations (including Asian, Native populations and Gender) who may have been underserved. RC3 outreach efforts will be coordinated statewide and to achieve the maximum exposure and connection to all populations who will potentially benefit. RC3 is a new method for inclusion of non-system partners and underserved populations, building on high pay, high demand occupations and business sectors.

RMCEP LWDB has recently engaged a representative of the Women's Business Alliance funded through the Entrepreneurs Fund representing gender equity. Our intent is to develop a partnership to include strategies for gender equity in non-traditional occupations and employment.

- **Non-traditional occupations/gender equity update**

Finally both RMCEP and NWPIC have along supporting entry into non-traditional Occupations, providing information to individuals regarding the potential for entry Into non-traditional occupations and supports removing barriers as needed and Within regulations to assist with this goal for the individual. Information includes but is not limited to: wages, training requirements, training providers, demand Indicators, position openings. (Reference RMCEP/NWPIC Local Unified Plans)

**Region 1 WIOA Work Plan Re-Calibrate – July 2018 through June 2020  
NWPIC and RMCEP**

<b>Goal #1 – Establish Regional Leadership Approach (Regulation 679.510 a.1.i/v)</b>					
<b>Key Action Steps</b>	<b>Expected Completion Date</b>	<b>Expected Outcomes</b>	<b>Data Sources and Evaluation Methods</b>	<b>Person(s) Responsible</b>	<b>Comments</b>
Establish Executive Staff Committee	<b>(Complete 2017)</b>	Serve as staff liaison to Regional Workforce Alliance	N/A	Staff from NWPIC, RMCEP, Inter County Community Council, DEED Job Service and DRS	Regional Plan Section A. 1.
Added DEED Workforce Strategy Consultant, DEED - DRS	<b>(Complete 2017)</b>	Inclusion of state-wide workforce strategy	N/A		
Establish Regional Workforce Alliance (RWA)	<b>(Complete 2017)</b>	Regional Workforce Alliance group developed	N/A	Executive Directors of NWPIC & RMCEP, WDB members, and LWDB Executive Committee	Regional Plan Section A. 2.
A. Leadership including members of key industry sectors, representatives of populations experiencing employment disparities, LWDA staff and LWDB members	<b>A. (Complete 2017)</b> (On-Going 2018) (Complete June 2019)	Inclusion of Diversity related considerations	N/A		
B. Added Business Champion Representation	<b>B. (Complete 2017)</b> (On-Going 2018) (Complete June 2019)	Inclusion of Business related considerations	N/A		
Define Responsibilities of Executive Staff Committee	<b>(Completed 2017)</b> (On Going)	Clear responsibilities and expectations outlined in MOU	Approved MOU	Executive Directors of NWPIC & RMCEP, WDB members	Regional Plan Section A. 2.

	2018) (Complete June 2019)				
Define Responsibilities of Regional Workforce Alliance to include: 1) aligning strategies and developing initiatives to promote seamless workforce development service, 2) develop identified career pathways and, 3) support identified industry Sectors	(On Going 2018) <b>Completed August 2018)</b>	Clear Responsibilities and expectations outlined in MOU (MOU Complete 2018)	Meeting Minutes, Approved MOU	Executive Directors of NWPIC & RMCEP, WDB members	Regional Plan Section A. 6.
Develop LWDA MOU	<b>(Completed August 2018)</b>	Clear Responsibilities and expectations outlined in MOU	Meeting Minutes, Approved MOU	Executive Directors of NWPIC & RMCEP, WDB members	Regional Plan Section A. 6.
A. Regional Planning Budget Approved	A. January 2018	Budget Available	N/A	Regional Planning Coordinator	
B. Added definition of additions to RWA	B. June 2018	MOU Complete	N/A	Regional Planning Coordinator	
C. Added definitions of meeting expenses for RWA Members	C. June 2018	MOU Complete	N/A	Regional Planning Coordinator	
D. Regional Planning Budget Expended	D. June 30, 2019	Budget Expenses Complete	N/A	Regional Planning Coordinator	
<b>Per Guidance Memo 5.2.2018 Added:</b>					
<ul style="list-style-type: none"> <li>• Focus on non-traditional occupations and gender equity issues with RWA.</li> </ul>	<b>A. (On-Going 2018) (Complete 2019)</b>	<b>Inclusion of Gender Equity/Increased Gender Equity</b>	N/A	<b>Regional Planning Coordinator/Workforce Strategy Consultant</b>	
<b>Per Provisional Approval 9.21.2018</b>					<b>Regional Plan</b>

<b>Added:</b> <ul style="list-style-type: none"> <li>Continued solicitation of under represented populations for inclusion on the Regional Workforce Alliance</li> </ul>	<b>A. (On-Going 2018) (Complete 2019)</b>	<b>Under-represented populations included in regional planning through representation on Regional Workforce Alliance</b>	<b>Increased #'s representing Cultural Diversity and Gender Equity</b>	<b>Regional Planning Coordinator/Workforce Strategy Consultant</b>	<b>Section Area #3</b>
--	---	--	--	--	------------------------

**Goal #2 – Establish an Agreement for Negotiating local levels of Performance (Regulation 679.510 a.1.viii)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
Develop Regional MOU: <ul style="list-style-type: none"> <li>A. Convene Executive Committee</li> <li>B. Review Historical Data</li> <li>C. Determine appropriate performance levels for each entity</li> <li>D. Obtain approval from each LWBD</li> <li>E. Publish Performance Levels</li> </ul>	MOU developed by September 2017 <b>A. (Complete 2017)</b> <b>B. (Complete 2017)</b> (Revisit April 2018) (On-going 2018) (Complete June 2019)  C. (Revisited 2018) (On-going 2018) D. (Revisited June 2018) (On-going 2018) E. (Complete June 2019)	MOU developed  Performance revised  Performance approved  Performance published  Performance reviewed  Report Published  Performance approved  Report Published	Annual Review by RWA and Executive Staff Committee conducted every June	RWA and Executive Staff	To include responsibilities of both WDA's, Executive Staff Committee, RWA, and other required elements.  Regional Plan Section A. 4 and 7.



F. Include local goals regarding services provided to persons experiencing disparities in employment	F. (Complete June 2019)	Goals Revisited			
--	-------------------------	-----------------	--	--	--

**Goal #3 – Identify and Implement 3 Regional Services (Career, Training and/or Support) Alignment Goals (Regulation 679.510 a.1.ii/vi)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
Provide a mechanism to coordinate Workforce Center Services with UI Orientations:  A. Conduct information sessions with Workforce Center Staff to solicit ideas for UI integration with other services.  B. Ensure all populations have access to UI services.  C. Identify/Add New Career Training Services	A. <b>(Complete 2017)</b>  B. (On-Going 2018) (Complete June 2019)  C. (On-Going 2018) (Complete June 2019)	Integrated procedure system to provide services  A. UI staff services available in NWPIC region  B. Implement UI staff services to NWPIC Region  C. Add new Career/Training Services to Region 1	Participant/client satisfaction  Participant/client satisfaction  Participant/client satisfaction	Executive Staff, local staff. DEED UI staff  (Added DRS Staff), DEED Workforce Strategy Consultant Executive Staff, local staff. DEED UI staff,  (Added DRS Staff), DEED Workforce Strategy Consultant  (Added DRS Staff), DEED Workforce Strategy Consultant	Regional Plan Section A  Regional Plan Section A

<p>Align program service policies between NWPIC and RMCEP:</p> <p>A. Align Workforce Centers' dates, schedules and activities for WFC Partner Interaction –Search, Resume and other Job Search Strategies.</p>	<p>A. (Portions complete 2017) (On-going 2018) (Complete June 2019)</p>	<p>Both WDAs will have similar policies pertaining to service procedures and protocol</p>	<p>Evaluation of more seamless service delivery across the region</p>	<p>Executive Directors and RMCEP Director of Operations</p>	<p>Regional Plan Section A</p>
<p>Workforce Development training providers create an environment of inclusion:</p> <p>A. Introduce workforce center team approach throughout partnerships to share partner information about programs and services.</p> <p>B. Identify crossover areas for staff interaction.</p> <p>C. Establish site schedules to share information concerning trends in job seeker needs and employer needs.</p>	<p>A. (Portions complete 2017) (On-going 2018) (Complete June 2019)</p> <p>B. (Portions complete 2017) (On-going 2018) (Complete June 2019)</p> <p>C. End of June 2017 (Portions complete 2017) (On-going 2018) (Complete June 2019)</p>	<p>Both WDAs will proactively work with agencies that provide services for minority and disability populations</p> <p>This will allow for a seamless and interactive approach for referrals to partners or a combination of partners. Schedules set</p> <p>Metrics Established</p> <p>Metrics Established</p>	<p>Metrics TBD</p> <p>Progress reports</p> <p>Meeting notes</p>	<p>WAM, Executive Staff Committee, local staff RWA, Executive Staff Committee, local staff, partners,</p>	<p>Inclusive of input from identified population</p>

<p>D. Develop metrics to establish goals for connecting job seekers to employers.</p> <p>E. Provide opportunities to train employers about New Americans</p>	<p>D. (Portions complete 2017) (On-going 2018) (Complete June 2019)</p> <p>E. (Portions complete 2017) (On-going 2018) (Complete June 2019)</p>	<p>Training provided. Metrics established Training identified or created</p>	<p>Progress reports against metrics</p> <p>Goal revisited</p>		
<p>F. Provide opportunities for diversity and inclusion training for staff and Boards.</p> <p>Added: Branding/Customer Service Training</p>	<p>F. (June 2018) (On-going 2018) (Complete June 2019)</p> <p>(June 2018)</p>	<p>Staff and Boards will be more knowledgeable regarding issues experienced by populations experiencing disparities and develop alternative service delivery methods to meet the need of staff and clients WFC Consumers and</p> <p>Business will be much more aware of WIOA and Workforce Center Services</p>	<p>Implementation of inclusive hiring practices identified by business partners</p> <p>Progress reports</p>	<p>DEED, RWA, Executive Staff Committee</p> <p>DEED, RWA, Executive Staff Committee</p>	<p>Regional Plan Section A #9</p> <p>Regional Plan Section A #9</p>
<p>Both WDAs will work with clients to establish career pathways:</p> <p>A. Conduct research to discover connections that align K-12, Perkins Consortium and Higher</p>	<p>A. June 2017 (Portions complete 2017)</p>	<p>Connections map developed</p>	<p>Incorporate Minnesota Department of</p>	<p>R3C Coordinator, Executive Staff Committee, local staff</p>	<p>Regional Plan Section A. Area 1 and 2</p>

Education Career Pathway Programs.	(On-going 2018) (Complete June 2019)		Education/Perkins Career Pathways.		
B. Establish new meetings with K-12/Perkins Consortia, and Higher Education to review Career Pathway Research.	B. End of May 2017 (Portions complete 2017) (On-going 2018) (Complete June 2019)	Validate information	Industry validated career pathways developed	R3C Coordinator, Executive Staff Committee, local staff, DEED Workforce Strategy Consultant	
C. Identify and utilize industry validated career pathways with clients.	C. August 2017 (Portions complete 2017) (On-going 2018) (Complete June 2019)	Pathways identified	Business Interaction/Validation	R3C Coordinator, Executive Staff Committee, local staff, DEED Workforce Strategy Consultant	
D. Engage Employers in meetings to share information and discuss research findings.	D. August 2017 (Portions complete 2017) (On-going 2018) (Complete June 2019)	Validate Business information	Business Interaction/Validation	R3C Coordinator, Executive Staff Committee, local staff, DEED Workforce Strategy Consultant	
E.					
F. Engage Job Seekers to align with Business Workforce needs.	E. December 2018 (Complete June 2019)	Appropriate training provided that meets employer's needs	Job Seeker and Employer satisfaction, increased employment in occupations in demand-LMI data Progress Reports	R3C Coordinator, Executive Staff Committee, local staff, DEED Workforce Strategy Consultant	

F. ABE Service Coordination with WIOA Youth Programs	F. Ongoing 2018, 2019	Coordinate and Braid Career an training Services	WF1 and Employment Plans, Employment data	Work force Center Program Managers, WIOA Staff and ABE Staff	
G. Develop Mobile Workforce Services (LWDB 2)	G. Ongoing 2018, 2019	Reach additional Job Seekers with new methods of Engagement	Develop Metrics of #'s Served	RMCEP Program Manager	
Develop systems approach to include customer, agency and regional levels that can be articulated by all levels of staff.  A. Across partners, develop stronger team-oriented infrastructure to work together in developing menu items of demand in business, especially healthcare and manufacturing. (Integrated Resource Team approach among partners).	(On-going 2018) (Complete June 2019)  A. (Portions complete 2017 (On-going 2018) (Complete June 2019)	Systems approach training and implementation Regular meeting schedule set 2 <sup>nd</sup> Wed every quarter end.	Reports as noted by all partners regarding systems approach...seamless delivery across the region Meeting minutes	Executive Staff Committee	To include implementation of Mobile Workforce Center concept Regional Plan Section B. 6.
Per Guidance Memo 5.2.2018 Added:  • Focus on supporting gender equity in non-traditional occupations.	(On-Going 2018)	Inclusion of Gender  Equity/Increased Gender Equity	N/A	Regional Planning Coordinator	No Change

**Goal #4 – Coordination with Economic Development Services and Providers (Regulation 679.510 a.1.vii)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
Improve collective input on workforce					Regional Plan

<p>development issues with Economic Development including Tribal, Regional, County and City:</p> <p>A. Engage Regional Development Organizations in a plan-to plan for integration of Workforce Development and Economic Development.</p> <p>B. Review past meetings to Re-engage RDC's to review progress on Develop MN Plan.</p>	<p><b>A. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>Identification of common themes in relation to workforce development</p>	<p>Meeting Notes</p>	<p>Executive Staff Committee. RWA, Local Staff, DEED Workforce Strategy Consultant, Regional Planning Coordinator</p>	<p>Section A Areas 1 and 2</p>
<p>Identify and align shared goals with Economic Development.</p> <p>A. Develop a matrix of crossover areas between Economic Development and Workforce Development.</p> <p>B. Planned, developed and Implemented (3) regional Workforce Events</p> <p>C. Involve ED with the sector partnerships in Workforce, Economic and Community Development</p>	<p>A. (Started May 2017) (On-going 2018) (Complete June 2019)</p> <p>B. Complete June 2018</p> <p>C. (On-going 2018) (Complete June 2019)</p>	<p>Matrix developed</p> <p>Strategies for Community/Sector Development/Diversity Inclusion</p> <p>Strategies for Community/Sector Development/Diversity Inclusion</p>	<p>Matrix validation by both entities</p> <p>LMI/Stakeholder Engagement, Event Notes</p> <p>LMI/Stakeholder Engagement, Event Notes</p>	<p>Executive Staff Committee and EDR Consortia</p> <p>Regional Planning Coordinator/ DEED Workforce Strategy Consultant</p> <p>Regional Planning Coordinator/ DEED Workforce Strategy Consultant</p>	<p>Regional Plan Section A Area 2</p>

Align Local Unified Plans with Economic Development Comprehensive Development Strategies (CEDs).	<b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)	Inclusion in LUP and Regional Plan	Inclusion in LUP and Regional Plan	Executive Staff Committee, EDR Consortia, WDBs	Regional Plan Section A Areas 1 and 2
Conduct Outreach to discuss collaboration:  A. Establish schedule of outreach meetings with Economic Development entities to discuss LWBD and Economic Development practices and crossover activities.	A. (Started 2017) (On-going 2018) (Complete June 2019)	Common themes and practices matrix developed Business development culturally sensitive	Matrix validation by both entities	Executive Staff Committee and EDR Consortia, including DEED BCDs, DEED Workforce Strategy Consultant, Regional Planning Coordinator	Regional Plan Section A Areas 1 and 2
Develop youth program engagement strategy engagement for development of Internships and apprenticeships,	(Start 2018) (Ongoing 2019)	Increase engagement with Businesses Increase Internships and Apprenticeships.	WF1, Career Plans	Program Managers , Youth Staff	Regional Plan Section A Areas 1 and 2
Implement Practices  A. Develop 1 – 3 projects to align Workforce Development and Economic Development	A. (Started 2017) (On-going 2018) (Complete June 2019)	Projects developed  Planning completed	Projects validated and committed to by both entities  Notes, Strategies	Executive Staff Committee and EDR Consortia,  DEED Workforce	Regional Plan Section A Areas 1 and 2



B. Develop Workforce Events in EDR's 1, 4 and 5  C. Events held in each region	B. Planning Complete March 2018  C. June 30 2018	Events Completed	developed  Notes, Strategies developed	Strategy Consultant, Regional Planning Coordinator	
<b>Per Provisional Approval 9.21.2018 Added:</b>					<b>Regional Plan Section A # 13</b>
<ul style="list-style-type: none"> <li>Continue to align DEED LMI with MADO Regional Plan. Target "Human Capital" in MADO Plan to develop synergies between Workforce Development and Economic Development</li> <li>Plan and execute (4) additional regional summits using integrated data for coordination of partnership activities in each EDR. (EDR1, EDR2, EDR5 and EDR5)</li> </ul>	<p>A. (Started 2018) (On-Going 2019)</p> <p>B. (Started 2018) (On-Going 2019)</p>	<p>Alignment of regional data.</p> <p>Summits planned and implemented</p>	<p>Summary data alignment</p> <p>Stakeholder Evaluations</p>	<p>Regional Planning Coordinator DEED Workforce Strategy Consultant</p> <p>Regional Planning Coordinator DEED Workforce Strategy Consultant</p>	

**Goal #5 – Identify the Populations Experiencing Inequities in Educational and Employment Outcomes (State Plan Goal #1)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
Obtain relevant data from Regional Analyst:		Provide narrative on analysis results on which to base future	Quantitative data received from DEED Regional Analyst will	RWA	Regional Plan Section A Areas 2 and 3

<p>A. Review (DEED) current trends in Employment Disparity.</p> <p>B. Meet with stakeholder groups to validate data.</p>	<p><b>A. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>planning.</p>	<p>be vetted through utilizing the World Café method With stakeholder groups.</p>		
<p>Identify/ Evaluate additional data sources:</p> <p>A. Obtain data from Tribal, New Americans, and other entities</p> <p>B. Develop crossover matrix in areas of employment disparities.</p>	<p><b>A.(Complete 2017)</b> ( On-going 2018) (Complete June 2019)</p> <p>B. (Started 2017) On-going 2018) (Complete June 2019)</p>	<p>Matrix developed</p>	<p>Data vetted by tribal and other entities Include grad rates, expulsion data, special education data, employment data, disability, ethnicity, R3C data</p>	<p>RWA, Executive Staff Committee, Regional Data Analyst</p>	<p>Community Action Partners Tribal Community Data</p> <p>Regional Plan Section A Areas 1 and 2</p>
<p>Identify the affected populations</p> <p>A. Identify a minimum of 2, but not more than (3) entities to be member of the Regional Workforce Alliance.</p> <p>B. Meet with interested representatives of groups experiencing disparate employment outcomes.</p>	<p><b>A. (Complete 2017)</b> On-going 2018) (Complete June 2019)</p> <p><b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>RWA will have representatives from populations experiencing disparities in employment. As of February 2017, we have added representatives of the Somali and Native American populations.</p>	<p>N/A</p>	<p>RWA and Executive Staff Committee</p> <p>Regional Planning Coordinator/Workforce Strategy Consultant</p> <p>Regional Planning Coordinator/Workforce Strategy Consultant</p>	<p>Regional Plan #1., #2., and #3.</p>

<p>C. LWDB Inclusion in Tribal Workforce Development Council( Leech Lake Band of Ojibwe)</p> <p>D. Establishment of New Americans Workforce Development Committee</p>	<p>C. (Started 2018) (On-going 2018) (Complete June 2019)</p> <p>D. (Started 2018) (On-going 2018) (Complete June 2019)</p>			<p>Regional Planning Coordinator/Workforce Strategy Consultant</p> <p>Regional Planning Coordinator/Workforce Strategy Consultant</p>	
<p>Identify barriers and set goals for improvement of outcomes for affected populations</p>	<p>(Started 2017) (On-going 2018) (Complete June 2019)</p>	<p>Barriers and improvement goals identified</p>	<p>Barriers and goals will be vetted by representatives of populations experiencing inequities in educational and employment outcomes</p>	<p>RWA and Executive Staff Committee; Representatives of specific populations, DEED Workforce Strategy Consultant. Regional Planning Coordinator</p>	<p>Include grad rates, expulsion data, special education data, employment data, disability, ethnicity, R3C data</p> <p>Regional Plan #3.</p>
<p>Establish Practices:</p> <p>A. Develop 1 – 3 activities to integrate workforce development activities with groups experiencing disparities in employment</p> <p>B. Develop and implement New Americans Project in Clay County</p> <p>C. Identify and develop culturally-specific service delivery methods</p>	<p>A. (Started 2017) (On-going 2018) (Complete June 2019)</p> <p>B. <b>(Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p>C. <b>(Complete</b></p>	<p>Activities will be established and planned</p> <p>Culturally-specific service delivery developed</p> <p>Service delivery specific needs</p>	<p>Progress reports</p> <p>Progress reports</p> <p>Progress reports</p>	<p>RWA, WAM, Executive Staff Committee, Executive Directors, local staff, DEED Workforce Strategy Consultant, Regional Planning Coordinator</p>	<p>Regional Plan #3.</p> <p>Note Regional Narrative</p>

(beginning with Marnita's Table information and connects)	<b>2017</b> (On-going 2018) (Complete June 2019)	integrated into service delivery methodologies			Section B.1. B.2. and B. 3.
Provide Training Opportunities for Stakeholders and Internal Customers.  A. Explore funding sources to conduct Marnita's Table for Boards, key personnel and staff.  B. Provide training for staff at Building Bridges Conference, Fargo, ND <a href="http://www.lssnd.org/what-we-do/humanitarian-work/new-americans/building-bridges-2017.html">http://www.lssnd.org/what-we-do/humanitarian-work/new-americans/building-bridges-2017.html</a>  C. Proactively seek opportunities to provide inclusion and diversity training and experiences to staff and stakeholders.	<b>A. (Complete 2017)</b>  <b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)  <b>C. (Complete 2017)</b> (On-going 2018) (Complete June 2019)	Staff will learn how to develop a stronger network of collaborators to meet the needs of our growing diverse communities.	Breakout session feedback, key note sessions feedback	RWA, Boards of both LWDAs, Staff, Stakeholders, DEED Workforce Strategy Consultant, Regional Planning Coordinator RWA, Boards of both LWDAs, Staff, Stakeholders, DEED Workforce Strategy Consultant, Regional Planning Coordinator	Regional Plan #3., Areas 1, 2 and 3
Implement Disability Initiative Enhancement Program to better serve youth with disabilities in workforce development.	<b>(Complete 2017)</b> (On-going 2018) (Complete June 2019)  <b>(Only RMCEP)</b>	Services provided to 100 youth with disabilities over the next three years.	Number of Youth Served Number of Youth employed or post-secondary plan developed	RMCEP, Disability Resource Coordinator	Regional Plan Area 2
Monitor Outcomes:		Increased culturally-specific service delivery meeting the needs of		Executive Staff Committee	Regional Plan Area 3, #20.

A. Set semi-annual review of results.	(Complete 2017) (On-going 2018) (Complete June 2019)	specific populations	Progress Reports		
<p>Per Guidance Memo 5.2.2018 Added:</p> <ul style="list-style-type: none"> <li>Focus on supporting gender equity in non-traditional occupations.</li> </ul> <p>Per Provisional Approval 9.21.2018 Added:</p> <ul style="list-style-type: none"> <li>Develop (1) new event or program offering to highlight Gender Equity/LGBTQ in the region.</li> <li>Continue outreach efforts at Tribal Colleges and other rural locations where under-served population exist.</li> </ul>	(On-Going 2018)	Inclusion of Gender Equity/Increased Gender Equity	N/A	Regional Planning Coordinator/Workforce Strategy Consultant	
	A. (Started 2018) (On-Going 2019) (Completed 2019)	Increase #'s of under-represented populations into the workforce	Summary Report	Regional Planning Coordinator/Workforce Strategy Consultant	Regional Plan Area 2 # 16
	B. (Started 2018) (On-Going 2019) (Complete 2019)	Increase #'s of under-represented populations into the workforce	Summary Report	Regional Planning Coordinator/Workforce Strategy Consultant	Regional Plan Area 2 # 16

**Goal #6 – Create 1-2 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
Review OID to determine sectors with greatest growth and need.		Schedule G of Regional Plan	DEED LMI Regional Reports	Regional Analyst, RWA, WDBs and regional	Regional Plan Area 3

<p>A. Review OID data for the Northwest Region Area.</p> <p>B. Choose Sectors</p>	<p><b>A. (Completed 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>B. (Completed 2017)</b></p>		<p>Review data at large group session, group identifies 2 sectors based on nominal process of data</p>	<p>stakeholders</p>	
<p>Develop an overlay of current Career Pathways programs to identify paths of opportunity from k-12 – Higher education.</p> <p>A. Share with Regional Workforce Strategy Consultant and Job Counselor staff</p>	<p><b>(Completed 2017)</b></p> <p><b>A. (Completed 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>Overlay developed</p>	<p>Vetted by Education and WF Partners</p>	<p>R3C Coordinator, RWA, local staff, DEED Workforce Strategy Consultant, Regional Planning Coordinator</p>	<p>Include grad rates, expulsion data, special education data, employment data, disability, ethnicity, R3C data</p> <p>Regional Plan Area 3</p>
<p>Develop a regional overlay of current Career Pathways to Work Force needs.</p> <p>A. Validate Career Pathways with RWA and Business Champions</p>	<p><b>(End of June 2018)</b></p> <p>A. (On-going 2018) (Complete June 2019)</p>	<p>Overlay developed</p> <p>Gaps identified</p>	<p>Vetted by education and business partners</p>	<p>R3C Coordinator, RWA, local staff, education and business partners, Workforce, DEED Workforce Strategy Consultant, Regional Planning Coordinator</p>	<p>To set the discussion of new training programs and identification of incumbent work training</p> <p>Regional Plan Area 3</p>
<p>Develop WFC process to better align workforce job counselors with WSC efforts and share summary data:</p> <p>A. Develop/ Business Engagement Training to direct Team activities combining WSC and Job</p>	<p>A. End of June 2018 (On-going 2018) (Complete June</p>	<p>Alignment of current services and information sharing for business across all partners</p>	<p>Progress reports on implemented strategies on a bi-monthly basis</p>	<p>DEED Workforce Strategy Consultant Business Community Development, Team Leaders, Supervisors, Regional Planning Coordinator</p>	<p>Regional Plan Area 3</p>

<p>Counselor Activities</p> <p>B. Determine gaps and areas of need.</p> <p>C. Bring WFC Staff together and integrate activities</p> <p>D. Implement strategies</p>	<p>2019)</p> <p>B. (On-going 2018) (Complete June 2019)</p> <p>C. (On-going 2018) (Complete June 2019)</p> <p>D. (On-going 2018) (Complete June 2019)</p>				
<p>Create sector development communities/group within Healthcare and Manufacturing</p> <p>A. Engage Businesses and Associations</p>	<p><b>A. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>Communities identified and developed</p>	<p>Industry validation of results Outline of business needs and career pathways</p>	<p>DEED Workforce Strategy Consultant, Business Community, RWA, Executive Staff Committee, Regional Planning Coordinator</p>	<p>Subsection of industry leaders</p> <p>Regional Plan Area 3</p>
<p>Identify business needs relative to workforce development:</p> <p>A. Develop business sector survey based on common themes</p>	<p>A. (December 2018) (On-going 2018) (Complete June 2019)</p>	<p>Proactively engaging business in discussions; identify common themes</p>		<p>DEED Workforce Strategy Consultant ,Business Community Development, Team Leaders, Supervisors. Regional Planning Coordinator</p>	<p>Regional Plan Area 3</p>
<p>Host regional Occupations In Demand validation sessions in each EDR with external stakeholders to include identifying employment disparities</p>	<p>Bi-annually  (On-going 2018) (Repeated June</p>	<p>List of identified occupations in demand as determined by Local Workforce</p>	<p>DEED LMI Stakeholder input</p>	<p>RWA, Executive Staff, DEED</p>	<p>Regional Plan Area 3</p>



<p>A. Use data to determine regional need</p> <p>B. Regional need data used to determine appropriate performance levels to negotiate between WDBs and DEED.</p> <p>C. RWA will use this data to develop appropriate strategies such as career pathways</p>	<p>2019)</p> <p><b>A. (Complete January 2018)</b> (On-going 2018) (Complete June 2019)</p> <p><b>B. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>C. (Complete 2017)</b> (On-going 2018) (Complete June 2019)</p>	<p>Development Boards, validated by business and stakeholders</p>			
<p>Develop 1 -3 Business Lead Sector Strategies:</p> <p>A. Integrate funding to support Business Lead Sector Strategies</p> <p>B. Develop Metrics</p> <p>C. Establish 3 Incumbent Worker</p>	<p><b>A. (Some Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>B. (Some Complete 2017)</b> (On-going 2018) (Complete June 2019)</p> <p><b>C. (1 Project Complete 2017)</b></p>	<p>TBD</p> <p>TBD</p> <p>Incumbent workers will</p>	<p>TBD</p> <p>TBD</p> <p>Participant and</p>	<p>Business Community, RWA, Executive Staff Committee. Regional Planning Coordinator, DEED Workforce Strategy Consultant</p>	<p>Included; hiring bias, workplace culture and other barriers to employment experienced by targeted populations</p> <p>Regional Plan Area 3</p>

Training projects	(On-going 2018) (Complete June 2019)	receive skills upgrading	Business satisfaction		
Develop business sector survey based on common themes	(Planned June 30 2018) (On-going 2018) (Complete June 2019)	Survey developed and implemented	15% business response	Business Community, RWA, Executive Staff Committee, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Survey subsection of sector industry leaders Regional Plan Area 3
As appropriate, integrate Minnesota Sector Strategies Technical Assistance Strategy by Maher and Maher	(Planned June 2018) (On-going 2018) (Complete June 2019)	Incorporate potentially successful strategies into RWDA 1 sector plans	TBD	Executive Staff Committee	Regional Plan Area 3
<b>Per Guidance Memo 5.2.2018 Added:</b>  <ul style="list-style-type: none"> <li>Build employer-led sector partnerships that expand the talent pipeline to be inclusive of gender, race, and disability to meet industry demands for a skilled workforce.</li> </ul>	(On-going 2018) (Complete June 2019)	Increased #'s of employers hiring under-represented populations into workforce. Includes gender equity into non-traditional occupations.	Summary Reports	Regional Planning Coordinator/Workforce Strategy Consultant	Regional Plan Area 1 #13
<b>Per Provisional Approval 9.21.2018 Added:</b>  <ul style="list-style-type: none"> <li>Plan and execute (4) additional regional summits using DEED LMI and other sources for data (MADO) in</li> </ul>	(Planned 2019) (Complete 2019)	Increased #'s of employers hiring under-represented populations into workforce. Includes	Summary Reports	Regional Planning Coordinator/Workforce Strategy Consultant	Regional Plan Area 1 #13

<p>support of coordination of partnership activities in each EDR. (EDR1, EDR2, EDR5 and EDR5)</p> <ul style="list-style-type: none"> <li>Use data presented at regional summits and roundtables to inform businesses of engagement and retention strategies in support of under-represented populations (including gender equity) for inclusion into the workforce.</li> </ul>	<p>(Planned 2019) (Complete 2019)</p>	<p>gender equity into non-traditional occupations.</p> <p>Increased #'s of employers hiring under-represented populations into workforce. Includes gender equity into non-traditional occupations.</p>	<p>Summary Reports</p>	<p>Regional Planning Coordinator/Workforce Strategy Consultant</p>	<p>Regional Plan Area 1 #13</p>
--	---	--	------------------------	--	---------------------------------

**Goal #7 – Stakeholders Engagement (State Plan – Strategic Element #2)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
<p>Create Executive Summary that encompasses aligned goals of the Regional Planning Area</p> <p>A. Engage WIOA Partners in a Plan</p>	<p>A. (Commence</p>	<p>Introduce RWA to regional planning</p>	<p>Meeting minutes</p>	<p>Executive Staff Committee, RWA, WDBs, local staff, DEED Workforce Strategy Consultant, Regional</p>	<p>Regional Plan Area 2 and 3</p>

to Plan – Regional Meetings  B. Deliver Findings to RWA.	<b>2017)</b> (On-going 2018) (Complete June 2019)  <b>B. (Commence 2017)</b> (On-going 2018) (Complete June 2019)			Planning Coordinator	
Develop and recommend strategies to address the identified barriers to success for special populations	<b>(Commence June 2017)</b> On-Going 2018 (Complete June 2019)	Barriers to success identified	Barriers vetted by agencies/entities that work with affected populations.	Subgroup of agencies/entities that work with affected populations	Based on results in Goal #5  Regional Plan Area 2
Create sector development communities in Healthcare and Manufacturing	<b>(Commence 2017)</b> (On-Going 2018) (Complete June 2019)	Outline business needs and career pathways	Industry validation of results	DEED Workforce Strategy Consultant Business Community, RWA, Executive Staff Committee, Regional Planning Coordinator	Subsection of industry leaders and representatives of populations experiencing inequities in employment and education  Regional Plan Area 2
Create Sector Communities in Education	<b>(Commence June 2017)</b> (On-going 2018) (Complete June 2019)	Outline Needs	Validations of needs	Community, RWA, Executive Committee	Industry Leaders and others
Monitor Stakeholder Engagement:	<b>Commence</b>	Regular meetings held	Meeting minutes	RWA, Executive Staff	Regional Plan

<p>Establish new schedule of RWA Stakeholder Meeting for 2017</p> <p>A. Establish new schedule of RWA Stakeholder Meeting for 2018</p>	<p><b>January 2017</b> (On-going 2018) (Complete June 2019)</p> <p>A. May 2018</p>			Committee,	Area 2
Participate in Marnita's Table program	<b>(Complete 2017)</b>	Learning acquired to understand disparities in employment and education experienced by some populations	Strategies to address disparities included in regional plans	RWA, Executive Staff Committee, local staff	Regional Plan Area 2 and 3
<p>Develop and establish regular meetings with groups that represent populations who are experiencing disparities in employment development.</p> <p>Conduct Racial Assessment at NWPIC, contracted agencies and RMCEP.</p>	<p><b>Commence January 2017</b> (On-going 2018) (Complete June 2019)</p> <p>(Planned December 2018) (Complete June 2019)</p>	Engage in regular conversation focused on understanding needs, barriers and identifying culturally-specific ways to eliminate disparities in employment development for targeted populations.	Incorporation of strategies into service delivery methodologies	RWA, Executive Staff Committee, local staff, RWA, culturally-specific group representatives	Regional Plan Area 1
Engage in Business and Trade Associations	<p><b>Commence September 2016</b> (On-Going 2017/18) (Complete June 2019)</p>	<p>Introduce Regional Planning, roles and career pathway concepts</p> <p>Identify members to join working communities</p> <p>Develop working communities</p>	Meeting Notes	Executive Staff Committee, RWA, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1 and 2
Engage Adult Basic Education Consortia	<b>Complete July 2016</b> (On-going	Introduce Regional Planning and the roles ABE have in the effort	Meeting Notes	RC3 Coordinator, Executive Staff Committee, Regional	Regional Plan Area 1 and 2

	2017/18) (Complete June 2019)	Integrate ABE efforts with Workforce Development		Planning Coordinator, DEED Workforce Strategy Consultant	
Engage Workforce Center Partners	<b>Complete July 2016</b> (On-going through 2017/18) (Complete June 2019)	Introduce Regional Planning  Develop more cohesive plans to work together to provide cross-information and seamless service delivery	Meeting Notes	Job Service Area Manager, Executive Staff Committee, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1 and 2
Engage Regional Development Commissions	<b>Complete June 2016</b> (On-going through 2017/18) (Complete June 2019)	Introduce Regional Planning and the roles economic development have in the effort; Identify and compare commonalities Incorporated CEDS principles and action plans into LUP and Regional Plans	Meeting Notes	Executive Staff Committee, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1 and 2
Engage Secondary/Post-secondary Perkins Consortium and Service Cooperatives	<b>(Complete August 2016)</b> (On-going 2017/18) (Complete June 2019)	Introduce Regional Planning and the roles of secondary and post-secondary career and tech organizations have in the effort.  Develop closer partnerships with education and coordinate sector efforts to provide needed career pathways and training opportunities.	Meeting Notes	R3C Coordinator, Executive Staff Committee, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1 and 2

Share business sector driven plans and data with Higher Education	End of June 2018 (On-going 2018) (Complete June 2019)	Negotiate creation of training opportunities identified by business sector	New training opportunities available that meet business demand	RWA, Executive Staff Committee, Higher Education Partners, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1 and 2
Incorporate knowledge gained through business-driven sector work in Career Advising Projects with secondary students and their parents	End of June 2018 (On-going 2018) (Complete June 2019)	Data gained will be incorporated into occupations in demand data within Career Advising curriculum	Increase entry to identified sectors	RWA, Executive Staff, R3C Coordinator, Career Advisors	Regional Plan Area 1, 2, and 3
Develop workforce development training with Tribal Partners to incorporate Career Advising	(On-going 2018) (Complete June 2019)	Assist entities representing under-represented populations for inclusion into the workforce.	Progress reports Noting Increased # of underserved populations into the workforce .	RWA, R3C Coordinator, Executive Staff Committee, Regional Planning Coordinator, DEED Workforce Strategy Consultant	Regional Plan Area 1, 2, and 3
<p><b>Per Guidance Memo 5.2.2018 Added:</b></p> <ul style="list-style-type: none"> <li>Address non-traditional occupations with Business partners in each region.</li> </ul>	(On-going 2018) (Complete June 2019)	Increase #'s of under-represented populations for inclusion into the workforce.	Progress reports noting Increased # of underserved populations into the workforce.	Regional Planning Coordinator/Workforce Strategy Consultant	
<p><b>Per Provisional Approval 9.21.2018 Added:</b></p> <ul style="list-style-type: none"> <li>Interact with business and educational leaders to re-design training and career pathways for inclusion of under-represented populations. Example –</li> </ul>	A. (On-going 2018) (Complete June 2019)	Increase #'s of under-represented populations for inclusion into the workforce.	Progress reports noting Increased # of underserved populations into the workforce.	Regional Planning Coordinator/Workforce Strategy Consultant	Regional Plan Area 3 #20

<p>support training inclusion of women in traditionally male-dominated career fields.</p> <ul style="list-style-type: none"> <li>• Work with WIOA defined partners to prioritize organizational change for inclusion of underrepresented populations into WIOA career and training activities. (Example – Develop, and implement workforce solutions that that include provision of customer-centered design).</li> <li>• Develop and distribute RC3 Info-graphics that represent career pathways in demand sectors, occupations, and that support non-traditional employment</li> </ul>	<p>B. (On-going 2018) (Complete June 2019)</p>	<p>Increase #'s of under-represented populations for inclusion into the workforce.</p>	<p>Progress reports noting Increased # of underserved populations into the workforce.</p>	<p>Regional Planning Coordinator/Workforce Strategy Consultant</p>	<p>Regional Plan Area 3 #20</p>
	<p>C. (On-going 2018) (Complete June 2019)</p>	<p>Increase #'s of under-represented populations for inclusion into the workforce.</p>	<p>Progress reports noting Increased # of underserved populations into the workforce.</p>	<p>Regional Planning Coordinator/Workforce Strategy Consultant</p>	<p>Regional Plan Area 3 #20</p>

**Goal #8 – Submission of Local Plans that align with the Regional Plan (Regulation 679.510 2.ii)**

Key Action Steps	Expected Completion Date	Expected Outcomes	Data Sources and Evaluation Methods	Person(s) Responsible	Comments
<p>Create Executive Summary that encompasses aligned goals of the Regional Planning Area</p>	<p><b>Complete March 2017</b> (On-going 2018) (Complete June 2019)</p>	<p>Summary created</p>	<p>Letter of approval from DEED</p>	<p>RWA, Executive Staff Committee, WDBs</p>	<p>Regional Plan #6 B. (Planned 2018) Aligns with</p>



					Goal #6
RWA will review local and regional plans to ensure goals are aligned.		Plans reviewed Metrics developed		RWA, NWPIC, RMCEP	Modify as needed
A. Develop new Metrics to guide plan and activities	<b>A. Complete 2017</b> (On-going 2018) (Complete June 2019)				Regional Plan #1
Submit Plans to DEED	<b>Complete May 2018</b>	Local and Regional Plans submitted and approved			