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| **Goal # 1 – Establish Regional Leadership Approach (Regulation 679.510 a.1.i/v)** | | | | | |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Update Greater Metro Workforce Council’s (GMWC) bylaws and have each local WDB formally re-confirm their membership in GMWC.  Bylaws will define that the regional leadership table will be co-chaired by an LEO and local WDB Chair on a rotating basis | 6/30/17 | Local WDBs formally approve and appoint representatives consistent with bylaws | Written bylaws and meeting minutes | GMWC staff | This is largely complete. |
| Define charge for regional leadership table focused on aligning strategies to advance key sectors and develop career pathways to meet the skill and workforce challenges of the region | 3/10/17  6/30/17 | GMWC formally approve new structure/determine process for expanded regional leadership table | Written bylaws and meeting minutes | GMWC Board | This is largely complete. Process to determine board member solicitation and selection will be determined by 6/30/17 |
| Identify name for regional leadership table | 12/31/17 | New name | Meeting minutes | GMWC board | Could be determined earlier, but naming of new leadership table may be decided by newly constituted board in Q4 2017 |

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| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Recruit regional partners to co-convene leadership table that includes representatives from priority industry sectors, as well as other stakeholders. The leadership table will include the following entities, however, number of reps beyond 6 LEO and 6 chairs or designated rep is still to be decided. An example could be:   * 6 Local Elected Officials representing the six WDAs (2 votes each)\* * 6 Chairs or designated business representative from each of the six WDAs (1 vote each) * 3 representatives of business organizations or trade associations * 4 individuals representing the voice of underserved job seekers * 1 representative of regional economic development organization * 1 representative of philanthropy engaged in workforce development * 1 representative of Adult Basic Education in the metro * 1 representative of metro MN State Colleges and Universities * 1 representative of organized labor in the metro | 9/30/17 | Selection process announced by 7/1/17 and completed by 9/30/17.  Selections made and roster of regional leadership table members complete before end of 4Q17. | Meeting minutes  MOU | GMWC board | Additionally the regional leadership table will strive to ensure that at least 30% (7 individuals) are themselves people of color and/or members of underserved/under-represented populations; and that 30% (7 individuals) also serve in at least one other leadership role within the workforce, economic development, civic engagement, philanthropic, political or business leadership arena.  The business leaders will come from identified sector tables, which are expected to change over time as labor market demand changes |

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| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Regional leadership table quarterly meetings | 6/30/17  9/30/17  11/30/17  3/31/18  6/30/18  9/30/18  12/31/18 | Drafts and evolution of regional plan that including strategies outside of WIOA; and, discussion and action to address challenges and opportunities related to implementation of plan | Meeting minutes  Plan documents | GMWC staff and GMWC leaders |  |
| Regional leadership table will develop and host annual regional workforce summit to bring stakeholders together, review progress (services provided, outcomes achieved, funds spent toward outcomes), identify common strategies and endorse annual regional plan | 3/31/18 | Endorsement of regional plan and strengthened relationships among stakeholders | Meeting minutes, session evaluation, and if desired, broader survey of stakeholders | GMWC board and staff |  |
| Develop communications plan for regional workforce planning | 12/31/17 | Plan developed and implemented during duration of this work plan | Clarity of messaging, building of identity, as measured by informal analysis and, if desired, longitudinal survey | GWMC staff |  |
| Confirm funding commitments for GMWC board activities | 5/31/17 then  Ongoing | Preliminary funding committed, and additional funding, through duration of this work plan is in process of being committed | Assessment of funding needs, and evaluation, after implementation, that activities are sufficiently resourced. | GMWC board |  |
| Confirm staffing arrangements for GMWC | 6/30/17 | Staffing arrangements are identified and preliminary funding committed | Assessment of staffing needs, and evaluation, after implementation, that staffing needs are being met. | GMWC board | This could include contracted arrangements with other organizations or individuals. |

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| **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 Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Identify staff/members to participate in WIOA performance negotiation panel (Regulation 679.510 a.1.viii) | 3/31/17 then ongoing | Roster of negotiation panel members | Meeting minutes | WDB Directors | Continue to be consistent with federal requirements. |
| Build on existing good practice to identify regional need in employment and income (disaggregated by race and other key demographics) to regularly update our shared understanding.  Use these data to inform performance negotiations between local WDBs and DEED, and the State and USDOL. | Ongoing | Regularly updated “regional report card” shared across the region that informs annual performance negotiations. | Data sources (see comments). Regional “report card” could also be affirmed and reviewed by outside experts | GMWC staff and negotiation panel | Utilize DEED LMI, Wilder, Greater MSP, Workforce One, MFIP, SNAP, VRS, and other data to more completely assess performance and outcomes |
| Align goals established in contracts with sub-recipients to ensure that services are meeting regional goals and consistent with local plans | Ongoing | Guidance to all regional service partners that promotes a consistent, high-quality approach. | MOU template | GMWC staff | This may also be woven into staff training plans outlined in Goal #3 below |
| Implement a continuous improvement strategy in partnership with nonprofit training providers (past efforts include United Way return on investment work, CLASP work with MN Employment Services Coalition, etc.). This would build on that, and bring together providers and the public sector system | 12/31/17 | Mapping shared principles and expected outcomes from a continuous improvement strategy (likely in conjunction with activities in goals below) | Rollout of the strategy will include milestones for continuous improvement and review opportunities to gauge progress relative to expected milestones | GMWC staff | This dovetails with other activities in goals below relative to stakeholder engagement, shared training, and sector work. |

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| **Goal # 3 – Identify & 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 Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Drawing on best practices among local WDB MOUs within individual localities, develop a standard region wide MOU to align and coordinate region wide services including affiliates/specialized centers (as defined in WIOA legislation). | 6/30/17 | Template MOU completed | Outcomes will be reviewed regularly by GMWC leaders to assess progress relative to stated MOU goals. | GMWC staff and WDA directors | We will build upon state-level work already completed. |
| In partnership with others, build on existing shared staff training across the systems and region to strengthen outcomes for jobseekers and employers. Specifically, regularly convene counselors/navigators from workforce, higher education, ABE, to share information and complete high-quality training objectives. | Training objectives developed by 9/30/17. Training launch in 2018. | Staff training curriculum is developed/refined and shared.  With partners, deployment beginning in 1Q18. | Session evaluations, as curriculum is delivered by partners. | GMWC staff with regional partner team to guide and deliver | Support staff development across systems (higher education, ABE, workforce) and address turnover – to ensure better understanding across system in the region |
| Region-wide technology enhancements:   * Expand use of shared contact management system to include local staff at multiple levels * Advocate for shared case management systems that build upon existing Workforce One infrastructure * Expand use of products like Real Time Talent, Work Fountain and staff training on use of such tools | 6/30/18 | TBD depending on resources | Data analytics from new tools and the state system will provide monthly/quarterly reports used to evaluate usage and outcomes | TBD | Meaningfully shared contact mgmt. for employers would strengthen regional outcomes for employers.  This could be “piloted” inside specific sectors as sector tables are advanced. |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Assess opportunities to share “back of house” functions across WDBs in order to free up resources and staff to focus on outcomes | 9/30/17 | Report provided to local WDB to review/discuss |  | WDA directors | Possibilities include joint training of new/returning WDB members |
| Expand use of Career 101 materials and training staff (across systems) to assess individuals and promote career pathways for individuals in key sectors (and others) | 9/30/17 | Curriculum development and refreshment for broader audience |  | GMWC staff and WDA staff | Shared resource for any career or training counselor |
| Develop quick reference guide or toolkit for staff across higher education, workforce, and ABE so they have basic information on each system | 12/31/17 | Reference guide available for staff across higher education, workforce, and ABE staff. |  | WDA staff |  |

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| **Goal # 4 – Coordination with Economic Development Services and Providers (Regulation 679.510 a.1.vii)** | | | | | |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Engage Greater MSP, Minnesota Chamber, and local chambers of commerce in supporting sector panels | 3/31/17 and ongoing as sector work refines/changes | Greater MSP and/or chambers of commerce become co-convener of sector panels | Meeting roster and minutes | GMWC staff |  |
| Host joint workshop with Economic Development Association or MN metro members to discuss WIOA and regional plan | 9/30/17 | Shared planning with economic development leaders | Meeting roster and minutes | GMWC staff/consultants |  |
| Convene local economic development staff (City and County) for bi-annual briefing on labor market trends, sector strategies, etc. | 12/31/17  6/1/18 | Agenda | Roster | GMWC staff |  |
| Develop and implement a regular communications vehicle to share regional labor market data, updates on sector strategies, etc. with education entities | Ongoing | Regular communications | Copies of materials | GMWC staff/consultants |  |
| Expand existing West Metro convening of DEED, Vocational Rehabilitation, business development staff, and Metropolitan Consortium of Community Developers Open for Business staff to engage full region in WIOA and regional planning | Ongoing | Shared planning and labor market intel, as well as coordination of employer outreach efforts | Meeting roster and minutes | GMWC staff |  |
| Ensure regular communication with DEED economic development staff | Ongoing | Strengthened relationship | Information shared, and evidence of stronger partnership in planning and services | GMWC staff |  |

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| **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 Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Utilize 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. | 3/31/17 and ongoing | Identification of gaps in service relative to need;  Map of Racially Concentrated Areas of Poverty, locations of Workforce Centers and workforce providers; and  Map of other disparities including education level, disabilities, etc. | Mapping and written analysis | Consultants | Align with Governors Workforce Development Board |
| *(per stakeholder engagement below)*  Strengthen and formalize data sharing and coordination with CBO partners and other public programs serving specific populations and geographies to focus on career pathways. Starting points for these connections include Marnita’s Table gathering in February 2017, followed by contracted providers. | 6/30/17 and ongoing | Getting direct participant and service provider input into service delivery strategies developed under this goal. | Input provided, including meeting rosters and minutes | GMWC staff | Strengthen our direct engagement with the customers we serve in our planning process using human-centered design elements |
| Learn from expected convening of metro DEED equity grant recipients to assess opportunities for impact and alignment. Apply learning to assist future work with DEED to ensure grant recipient strategies align and support regional goals. | Ongoing and corresponding to funding cycles | Clarity regarding programs and services offered through equity funding. | Meeting roster and minutes | GMWC staff |  |

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| **Goal # 6 – Create 1-3 Business Led Sector Partnerships (Regulation 679.510 a.1.iii/iv/vii and State Plan – Strategic Element #1)** | | | | | |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Draft sector table strategy for 6 identified sectors leveraging existing sector work when possible. Define roles and responsibilities of participants. Strategies will encompass range of options include work-based learning, apprenticeships, internships, work, learn and earn, etc. Sector tables will also explore issues of hiring bias, workplace culture, etc. that are barriers to employment outcome for our targeted populations. | 3/31/17; ongoing sector development will continue for duration of plan | Detailed strategy document, with draft invitations to sector table employer partners and others | Strategy document, with measurable milestones, to be reviewed by GMWC leaders to gauge timely and effective meeting of milestones. | Staff, GMWC leadership, and identified sector/industry cluster experts | Ensure alignment with GWDB sector planning efforts |
| Identify specific local WDB staff to serve as lead for each sector to support the staffing of each sector table. Also, begin identifying CBO partners and potential funding sources to support operations of sector tables. | 3/31/17 | Sector table fact sheet with names | Review by GMWC leadership to ensure sector tables will be appropriately staffed and resourced. | GMWC | Existing WDB and CBO staff have expertise in some sectors and will be tapped to lead sector efforts |
| Build on mapping of career pathways in manufacturing, construction and IT sectors using LMI. Overlay w/education pathways and assess gaps & capacity constraints | 6/30/17 | Career pathway roadmap | Assess existing mapping (relative to other national sources) | Staff | Build on existing mapping done by MSPWin and MnSCU |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Engage and recruit with likely sector table participants including employers and trade associations (MHTA, HealthForce, Precision Manufacturing, etc.) | Ongoing | Committed partners to lead each table | Ongoing assessment of who is at our tables | GMWC staff | Build on existing tables wherever possible |
| Convene employment and training partners to assess and validate LMI, system barriers, and career pathway roadmap | 6/30/17 | Support from CBOs and commitment to participate in sector tables leading to better outcomes for targeted populations | Meeting minutes | GMWC staff |  |
| Work with sector table leads to recruit table members | Phased with initial focus on: Manufacturing Construction  IT | Business lead tables with diverse representation | Rosters | GMWC staff and select WDB staff |  |
| Per metro wide staff training (above) weave sector strategies into ongoing shared staff training | 9/30/17 | Agenda, materials | Rosters | GMWC staff |  |
| Leverage existing Manufacturing sector activity by expanding geographically, programmatically and with focus on targeted populations | Ongoing | Table defines priorities and one year plan | Roster and Meeting minutes | Washington and Anoka | We are building on existing work with expanded and/or refocused tables and strategies. |
| Leverage existing Construction sector activity by expanding geographically, programmatically, and with focus on targeted populations | Ongoing | Table defines priorities and one year plan | Roster Meeting minutes | Ramsey County Workforce Solutions | We are building on existing work with expanded and/or refocused tables and strategies. |
| Leverage existing IT sector activity by expanding geographically, programmatically, and with focus on targeted populations | Ongoing | Table defines priorities and one year plan | Roster and Meeting minutes | Minneapolis Employment and Training | We are building on existing work with expanded and/or refocused tables and strategies. |

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| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Leverage existing Government sector activity by expanding geographically, programmatically and with focus on targeted populations | 3/31/18 | Table defines priorities and one year plan | Roster and Meeting minutes | Hennepin County in partnership with other public entities | We are building on existing work with expanded and/or refocused tables and strategies. |
| Leverage existing Healthcare sector activity by expanding geographically, programmatically and with focus on targeted populations | 3/31/18 | Table defines priorities and one year plan | Roster and Meeting minutes | TBD | We are building on existing work with expanded and/or refocused tables and strategies. |
| Leverage existing Professional Services sector activity by expanding geographically, programmatically and with focus on targeted populations | 3/31/18 | Table defines priorities and one year plan | Roster and Meeting minutes | TBD | We are building on existing work with expanded and/or refocused tables and strategies. |
| Seek funding opportunities to support specific sector training opportunities | Ongoing | Grants received to support activity | Proposals developed and submitted and program evaluations completed (per funder expectations) | GMWC staff |  |

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| **Goal # 7 – Stakeholder Engagement (State Plan – Strategic Element #2)** | | | | | |
| **Key Action Steps** | **Expected Completion Date** | **Expected Outcomes** | **Data Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Participate in Marnita’s Table | 2/23/17 | Engagement of partners toward greater understanding of implicit bias in workforce/hiring arena | Meeting evaluation | Marnita’s Table staff with GMWC staff/consultants |  |
| Strengthen and formalize data sharing and coordination with CBO partners and other public programs serving specific populations and geographies to focus on career pathways.  Start with sub-contracted providers and expand based on data analysis to include CBOs serving under-served populations. | Initial meetings complete by 12/31/17 then ongoing | Sharing information about defined career pathways, and ensuring access and success for focused populations  Better use of data in program design and service delivery by range of stakeholders and providers | Meeting roster and minutes | GMWC staff | This is a series of meetings and events to engage MFIP, ABE, Vocational Rehabilitation, MnSCU -- all public partners and CBOs in the full workforce system umbrella |
| Organizations representing targeted populations participating at sector tables | Ongoing | Participation in sector tables career pathway planning | Rosters and meeting minutes | GMWC staff | This is one of multiple places in the work plan to engage organizations representing targeted populations |
| Annual assessment of composition of local WDBs by business sector and race/ethnicity and gender | 1/31/17 then ongoing | Increased diversity and alignment of WDBs with regional priorities | Report out and review collectively at least annually | WDB directors and Local Elected Officials | WDBs strive to ensure their Boards represent both the people they serve (ethnicity, disability, etc.) and targeted industry sectors |

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| **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 Source & Evaluation Method** | **Person(s) Responsible** | **Comments** |
| Submit Local/Regional Plan | 6/1/16 | Initial review by the State | Submission letter/E-mail | Local WDB staff and leadership |  |
| Modify Local/Regional Plan | 3/31/17 | Review & Approval by State | Letter of Approval from State | GMWC staff and consultants | Regional modifications to be submitted 3/31/17. Approval expected by 5/30/17. |