



Regional and Local Plans

Minnesota's Workforce Development System under WIOA

Program Years 2016 & 2017

Submitted by

RWDA:

Regional Workforce Development Area – Metro #4

LWDA:

Anoka County LWDA #12

Department of Employment and Economic Development

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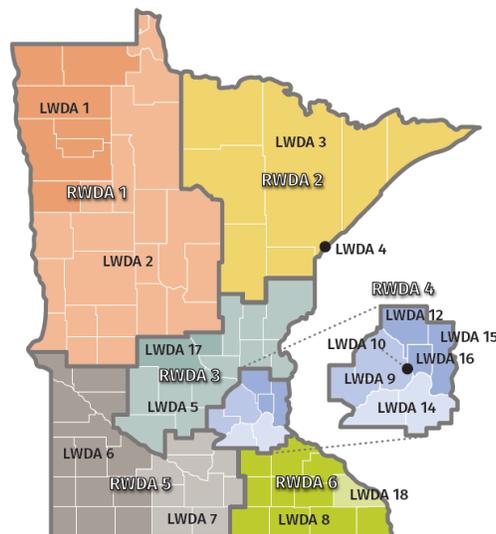
INTRODUCTION

The purposes of the WIOA are the following:

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

Workforce Development Areas

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



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

Minnesota's Vision for the Workforce Development System

Vision Statement:

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

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

Mission:

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

Rationale:

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

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

SECTION 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.

The Workforce Development Boards (WDBs) of the Twin Cities have a long history of working together at the regional level and have led the development and coordination of the regional plan through the Greater Metropolitan Workforce Council (GMWC). The GMWC is comprised of six local boards: Anoka, Dakota-Scott, Hennepin-Carver, Ramsey, and Washington Counties and the City of Minneapolis. The GMWC has operated with a governance structure reflecting its own internal leadership: Local Elected Officials, Business Chairs of each of the WDBs, with the local staff directors serving as day-to-day point people and as proxies for their Board Chairs. We anticipate that the GMWC will, over time, appoint additional members, drawing from the authority of Local Elected Officials and representatives from each of the local Workforce Development Areas. The GMWC may elect its own leadership on a rotating basis from among its own members.

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

The six independent boards of the GMWC have worked together for nearly two decades in several different configurations. We have developed a regional governance structure that has served us well for about a decade, and we anticipate that with changes outlined here, the GMWC will continue as the board with oversight responsibility for the region, with much of the actual implementation carried out by local (and shared regional) staff and partners.

The GMWC as it currently exists will make adjustments to its current governance structure to best fulfill its WIOA-mandate for regional oversight. As the GMWC considers a broader membership, we will need to revise and refresh the bylaws to ensure a robust governance body is in place at the regional level, one that is still grounded in local elected leadership as the primary source of appointment authority, and is open to the possibility of appointments from business leadership and other existing regional players. The GMWC will include organizations who are working at the regional level in public policy, education and training, eliminating racial disparities, and economic development.

As included in Attachment A, the GMWC will serve in the role of the Regional Oversight Committee, and will move forward recruiting additional members and the possibility of a new name, as appropriate for this new plan.

The GMWC directors and staff will meet monthly, continuing and increasing their cooperative work. The GMWC will develop its membership and meeting plans over the course of the next year, anticipating that we will meet, as the full GMWC, at a minimum of three times annually, with three primary functions:

- a) Regular (annual) planning for workforce programs with consideration of other local and regional economic development, transit, and neighborhood development plans;
- b) Preparation of a regional report outlining services provided, outcomes achieved, and funds spent toward those outcomes; and,
- c) Intentional liaison with other regional players as identified above.

At least one of the GMWC meetings may include an annual convening of multiple regional partners to review the regional report and/or continue future planning using a Strategic Doing framework (a method that has been used previously by GMWC members). The GMWC will be authorized to form committees and invite broader participation at that level.

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

We are confident that we can strengthen the cohort of individuals around the table to bring a wide variety of perspectives. Described in subsequent sections, we also are developing a protocol for information sharing and strategy development that we believe will maximize the diverse voices at our table and directly meet the needs of individuals with barriers to employment.

The GMWC is closely affiliated with the Minnesota Workforce Council Association (MWCA) and includes members from that table who are also members of the Racial Equity Committee of the MWCA thus bringing the voices of those experiencing barriers to employment into the conversation.

In addition, each of the six local WDBs strives to ensure representation from diverse sectors, and from people experiencing barriers to employment in their work. Their efforts at the local level will continue to inform their work, ensuring a two-way conversation about workforce development, and ensuring local solutions to local challenges. An example of the depth of this connection to community based organizations is Anoka County's work with the Department of Human Services to address racial and ethnic disparities for families served in the Minnesota Family Investment Program (those receiving TANF benefits). The goal is to service MFIP

American Indian and African Americans do not have a high school diploma or GED, who have a criminal record that is imposing barriers to employment or who lack post-secondary training or recognized credential that aligns with the labor market. The Minneapolis Urban League is a contracted partner working side by side with Anoka County on this project and provides onsite services facilitating learning circles on a variety of soft and basic skill development. The project served 48 people in its first year.

Another example is Ramsey County's leadership creating Everbody In, its work with the Government Alliance on Race and Equity (GARE) which is a multi-agency initiative to address race and equity related issues, and its work with the Urban Institute through a federally funded program to identify what strategies are working within TANF to provide services through a racial equity lens for families. These are just a few examples of the committed efforts of all WDBs to produce better results for communities experiencing disparities.

The GMWC shares a goal with community-based partners and other regional initiatives that are working to eliminate racial disparities in our region. Eliminating racial disparities for African Americans and Native Americans, who experience the largest disparities in employment, is the top priority for the GMWC (See Table 1: Employment Characteristics).¹ We are all working towards the goal, but resources are not up to the task. With a strong shared commitment, we see WIOA implementation as an excellent opportunity to gather adequate funding for the workforce development system -- a fundamental requirement to make partner 'engagement' most meaningful.

¹ The Minnesota Department of Human Services operational definition of a disparity as a gap greater than 5 percentage points between whites and the racial/ethnic group is our guide to defining our focus on African Americans and Native Americans.

Table 1: Employment Characteristics

	Minnesota			United States	
	Number	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate
Total Labor Force	2,977,637	70.1%	6.5%	63.9%	9.2%
16 to 19 years	148,882	51.1%	18.7%	37.4%	27.1%
20 to 24 years	292,121	81.8%	10.2%	73.6%	15.3%
25 to 44 years	1,239,120	88.1%	5.8%	82.3%	8.4%
45 to 54 years	685,555	87.3%	5.0%	80.4%	7.0%
55 to 64 years	486,134	71.8%	4.9%	64.3%	6.6%
65 to 74 years	104,315	26.6%	4.1%	25.3%	6.2%
75 years & over	19,955	5.9%	3.5%	6.0%	5.7%
Employment Characteristics by Race & Hispanic Origin					
White alone	2,607,068	70.2%	5.6%	63.8%	7.9%
Black or African American	137,313	68.0%	16.4%	62.2%	16.1%
American Indian & Alaska Native	24,118	59.4%	17.4%	58.9%	15.9%
Asian or Other Pac. Islanders	121,498	70.6%	7.2%	65.4%	7.1%
Some Other Race	39,691	76.2%	11.0%	69.5%	11.6%
Two or More Races	46,714	69.5%	13.2%	65.2%	13.4%
Hispanic or Latino	125,615	75.0%	10.1%	67.5%	11.0%
Employment Characteristics by Veteran Status					
Veterans, 18 to 64 years	141,601	77.7%	6.9%	75.2%	6.2%
Employment Characteristics by Disability					
With Any Disability	136,879	51.0%	14.0%	41.3%	17.8%
Employment Characteristics by Educational Attainment					
Population, 25 to 64 years	2,409,831	84.0%	5.4%	77.6%	7.7%
Less than H.S. Diploma	116,282	65.8%	13.1%	60.9%	14.0%
H.S. Diploma or Equivalent	532,306	79.1%	7.3%	73.3%	9.9%
Some College or Assoc. Degree	852,521	85.3%	5.6%	79.5%	7.9%
Bachelor's Degree or Higher	909,603	89.2%	3.1%	86.0%	4.1%

Source: [2010-2014 American Community Survey, 5-Year Estimates](#)

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

N/A until the final regulations are released.

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

At this stage of planning, the GMWC has crafted the following aspirational goals. From these broad expectations, specific strategies for particular populations, business sectors, and programs will be developed as further planning moves forward in the coming year. Actual strategies will be implemented primarily through individual local Workforce Development Boards, with shared oversight at the regional level. The GMWC is committed to ensuring that its work:

- Provides residents in the region an opportunity to enter the talent development pipeline and progress into economic self-sufficiency;
- Provides opportunities for individuals to attain economic self-sufficiency through strategies that address skills gaps, housing and transportation

barriers.

- Addresses and helps mitigate workforce system limitations and workplace issues for those experiencing economic and racial disparities, particularly for African Americans and Native Americans;
- Ensures that businesses have access to a skilled workforce of racially diverse employees that have the competencies needed to make them globally competitive; and,
- Aligns formal and informal partners to ensure workforce development, education and training resources achieve maximum benefit for individuals and businesses in the region.

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

The Boards anticipate multiple points of shared policy and practice to strengthen, tighten, and make more effective our cooperative efforts. These include:

- Annual convening of service providers throughout the metro region, with other stakeholders, to review regional labor market data, assess progress against shared commitments, and revisit strategies.
- Informal review of service locations and service element availability relative to population/demographic needs—specifically families living in areas that are experiencing financial poverty, youth and adults with barriers to employment and/or who would benefit from culturally-specific service delivery strategies.
- Mapping the availability of support services, together with the service location analysis, along with an informal assessment of need relative to population served at that location. This may also be guided by regional mapping of concentrated areas of poverty.
- Exploration of a continuous improvement strategy in partnership with the community of nonprofit training providers that covers the public and nonprofit workforce arenas. Multiple efforts in recent years have supported continuous improvement among eligible training providers (notably, the Twin Cities Greater United Way return-on-investment work, participation in the national Workforce Benchmarking project, participation in the GWDB return-on-investment workgroup, and a most recent engagement with CLASP led by the Minnesota Employment Services Coalition (MESC). Many of these efforts have involved eligible training providers, but not necessarily engaged the public workforce system directly. Discussions are expected during this program year about how to bring such efforts together.

The Workforce Development Boards of the Twin Cities are working cooperatively to strengthen relationships with the Met Council at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation

challenges represent a primary barrier to employment. In addition to serving the urban centers, the GMWC sees a particular need for a conversation about serving suburb-to-suburb transportation needs.

The Boards also plan to continue relationships with community-based organizations, ABE, K-12, and higher education, including MnSCU, to look for opportunities for alignment. As well as continuing to work with Community-Based Organizations working on employment and aligned initiatives. Working in alignment with CBOs, the education and training systems will strengthen the collective impact we can have in the region.

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.

The Boards have outlined a number of shared services that will facilitate more efficient and effective 'back office' functions (labor market analysis, staff and board training, etc.) as well as a robust shared approach to career pathway development in a number of specific industry sectors and occupational clusters. The GMWC will undertake a review of the following list of possible shared initiatives for the region and select some possibilities for implementation over the course of the plan, as funding allows.

Technology, Training and Protocols

- Template for MOUs with service partners and shared criteria for recognizing affiliates
- Training material and protocol for local staff and partners
- Region-wide technology access and upgrades
 - Expansion of the shared contact management system (SalesForce) to further include local staff at multiple levels may strengthen service delivery significantly
 - Consider case management system in addition to Workforce One
- Joint use of the GreaterMSP Regional Indicators dashboard
- Discuss staffing models from other states (Iowa in particular) where Wagner-Peyser staff remain state staff, but take specific direction from local leaders employed by other units of government.

Supporting Career Pathways

- Convening metrowide 'sector panels' in partnership with Chambers, MnSCU partners, MnSCU advisory boards, and others. These panels will be business-led, and focused on the workforce needs within a particular industry or occupational cluster.
- Links to business development and entrepreneurship communities and activities.

- With Adult Basic Education, develop career pathways in the identified sectors and clusters, with clear integration opportunities.
- Align with the Governor’s Workforce Development Board’s vision to help close all racial and economic achievement gaps and all racial and economic employment gaps.
- Work with all of the metropolitan Carl Perkins consortium partners collectively, to identify appropriate Perkins-funded activities that support entry and advancement into the career identified pathways.

Strengthened Governance

- The Boards will consider a governance structure that includes greater crossover with other business, philanthropic, and economic development leadership in the region.

These are all opportunities for strengthened regional governance and joint program strategies. Sharing services across “back office” functions and in support of career pathways will promote consistency across the region and alignment with state plans. However, the work at the regional level to align and connect can only be advanced with adequate resources and funding at the local level and throughout the region.

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.

As the 13th largest metropolitan region in the US (based on GDP), with a per capita personal income level that is 17% higher than the US average (2010 census), the Minneapolis-Saint Paul regional economy is widely envied for its diversity and resilience. Other hallmarks of the region are the presence of 17 Fortune 500 companies, a penchant for innovation, a highly educated workforce and an outstanding quality of life for many (See Table 2: MSP Region Key Economic Indicators). Additionally, our persistent racial and economic disparities (detailed below) concealed within these high-level benchmarks, constrain individuals from maximizing their potential in the labor market; and, dampen our overall prospects for shared prosperity and growth.

Table 2: MSP REGION KEY ECONOMIC INDICATORS

Gross regional product per capita	\$68,831
Value of exports	\$21,198,214,056
Employment gap white/people of color	13%
% of females aged 16-64 years old working	76%
% of jobs that are family sustaining	69.30%
Yearly % change in jobs	1.80%
Average weekly wage	\$1,084
Annual amount of venture capital	\$371,688,400

The diversity of the regional economy has enabled MSP to weather macro economic trends at a rate higher than many other peer regions. The presence of headquarters firms ensures a strong base of higher paying jobs. In addition, MSP is recognized globally for the strength of its agriculture and water technology sector, health and life sciences sector, advanced manufacturing and technology industry and financial services cluster.

The region's long history of innovation, going back to the 19th century, continues today with nearly 2 patents issued per every 1,000 workers, among the top 20 regions in the US. Among a set of 12 peer regions ranked in the MSP Regional Indicators Dashboard, MSP ranks fourth for the number of establishments surviving 5 years or more, a measure of the health of the innovation economy.

Other highlights of the region according to the US Bureau of Labor and Minnesota Compass include:

- 1,894,100 jobs, ranking it 12th among large US metros. The region has seen annual increases in the number of jobs since 2011, in line with the national trend.
- \$246 billion in Gross Domestic Product in 2015, making the region the 13th largest region in the US.
- At \$81,500, economic output per working-age adult is now higher than before the recession in 2008. Minnesota ranked 14th among states on economic output per working-age adult in 2014, down two spots from 2013.
- Each year since 2000, Minnesota’s percentage change in jobs has largely mirrored what is happening nationally. 2014 showed a 4.6% increase in jobs from 2000 (120,835 more jobs).
- One in four jobs in the state is in the education and/or health industry. All industries except information have seen a net increase in jobs between 2010 and 2013.
- Median income in the MSP region has remained steady since 2012 at approximately \$69,000.
- Median income for households with foreign-born householders increased around \$3,500 from 2011 to \$4,950 in 2014.
- By household type, median household income in the MSP region ranges from a low of \$35,000 for single females with children, to more than three times as much for married couples with children (\$108,500).

Regional Assets

The region’s success is rooted in several structural economic assets that give the region a competitive advantage and support ongoing business growth according to GREATERMSP. These assets include:

- Robust physical infrastructure
- The presence of major institutions for education, healthcare, and government
- Capacity for innovation and new technology
- A diversified and growing base of industry sectors
- Fast-growing businesses, entrepreneurial start-ups, and corporate headquarters that spur growth
- A highly-skilled workforce
- Extensive workforce development, education and training infrastructure
- A racially diverse young adult population

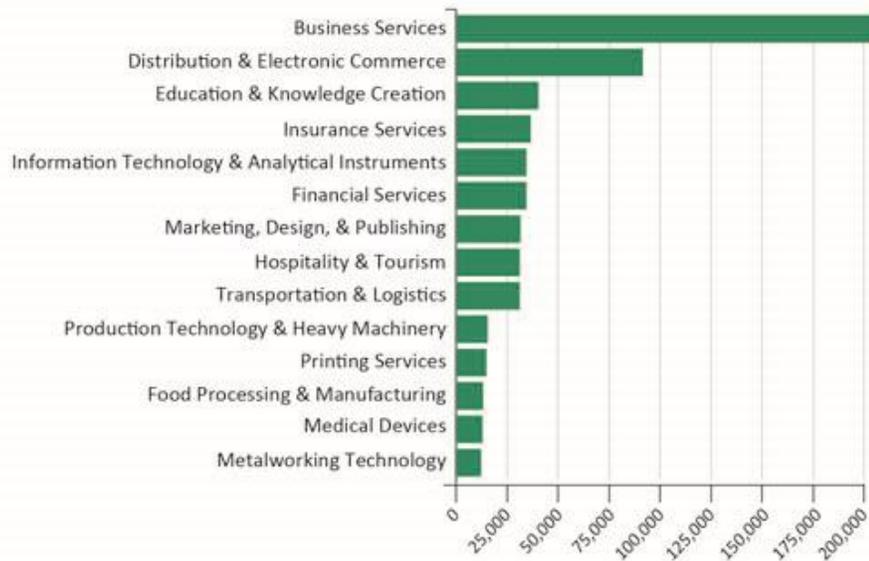
Using the Lens of Traded Clusters to Understand the Regional Economy

The Minneapolis-Saint Paul region’s economic strength can also be understood by examining which “traded” industry clusters have experienced the greatest growth in employment. The US Cluster Mapping initiative believes that traded clusters, essentially groups of businesses and other supportive institutions that sell products

and services across regions and countries, are the building blocks of a regional economy and drive regional economic performance. Traded clusters also tend to have higher wages than other sectors. For the Twin Cities, compared to the rest of the US, medical device manufacturing, analytical instruments, lighting and electrical equipment, and financial services are among the top traded clusters with strong potential to continue to add employment (See Table 3, Traded Clusters).

Table 3: Traded Clusters

Top Traded Clusters by Employment



Also significant are sectors that are “untraded” but have significant location quotients in a regional analysis. For our purposes, public administration occupations, many healthcare direct service occupations, and others present significant workforce opportunities that must be considered in any regional plan.

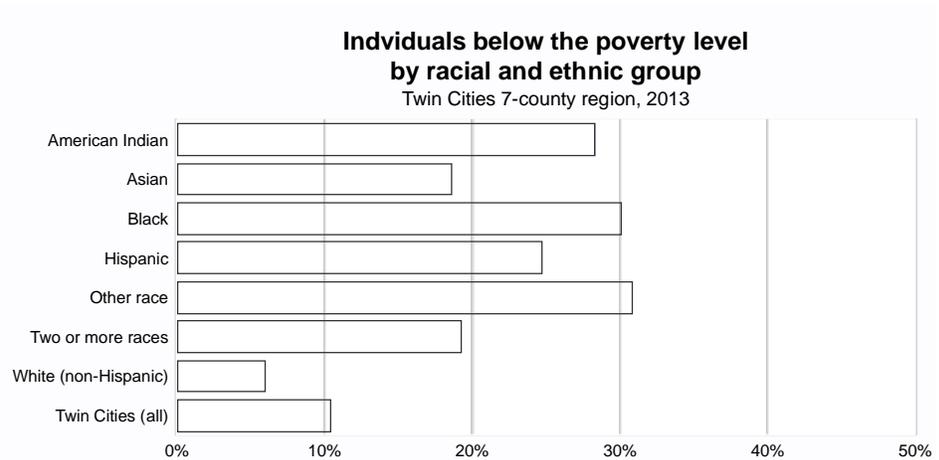
Economic & Racial Inequality: A Threat to Regional Economic Competitiveness

The Brookings Institution provides another perspective on the region’s economy in its 2015 report, “Pillars of Prosperity: Leveraging Regional Assets to Grow Minnesota’s Economy.” This report noted that rising productivity has been key to the region’s economic recovery, but that 70% of workers experienced declining wages on average. Income declines were largest for those who earned the least – a trend that exacerbates income inequality especially for youth, people with less work experience and education, and people of color. (See Table 4: Individuals below the poverty level by racial and ethnic group, Twin Cities 7 county region, 2013).

“Minnesota’s competitive edge derives from three key assets: some of the world’s most innovative firms, strong engagement in the global economy, and a well-educated workforce.

However, the state and each region also face troubling socioeconomic trends that threaten long-term growth and prosperity—particularly with regard to educational outcomes and income disparities. Fostering increased growth and more broadly shared prosperity will require the state of Minnesota to work with leaders in regions to leverage and grow these assets and take deliberate steps to expand opportunity to more workers and communities.”

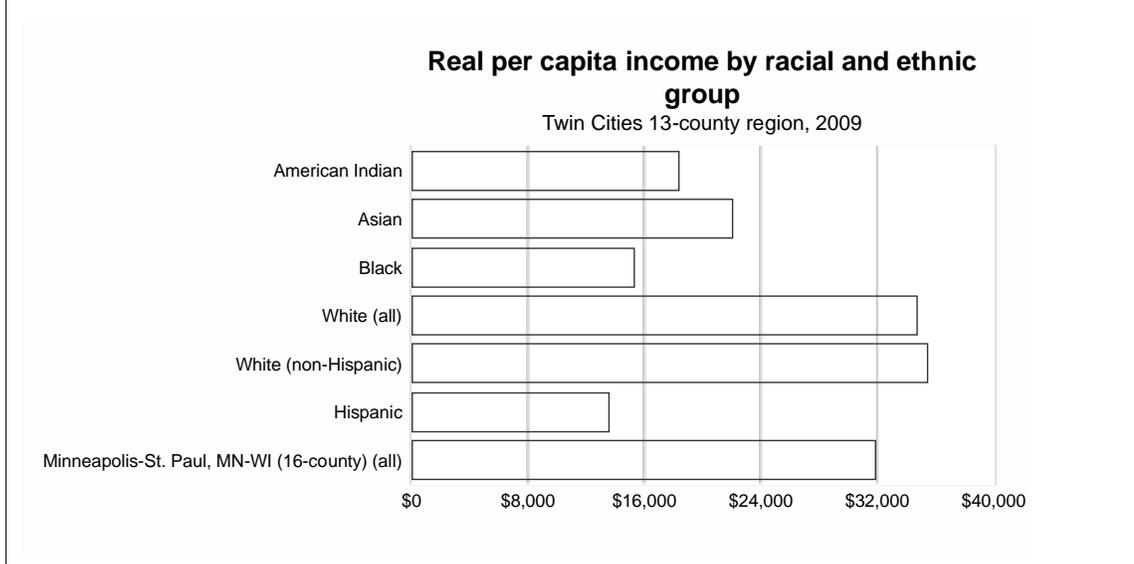
Table 4: Individuals below the poverty level by racial and ethnic group, Twin Cities 7 county region, 2013



Importantly, this economic disparity impacts not only individuals, but is a threat to the continued prosperity of the regional economy. There is a cost to disparities as noted in a 2014 report from PolicyLink, “Minnesota’s Tomorrow: Equity is the Superior Growth Model” (See Table 5: Real per capita income by racial and ethnic group).

“We estimate that if racial gaps in income were closed in 2011, Minnesota’s GDP would have been \$16.4 billion higher. If steps are not taken to close these gaps, then the costs will continue to grow. A conservative estimate—one that does not account for the fact that people of color are becoming a greater share of the workforce—tallies the cost of racial gaps at \$18.3 billion in GDP in 2015.

Table 5: Real per capita income by racial and ethnic group



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

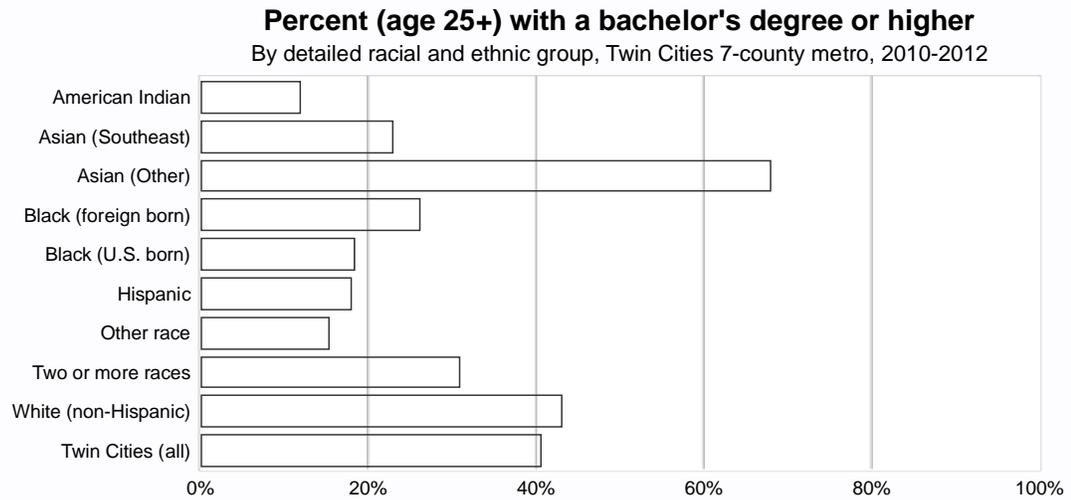
The Twin Cities region has benefitted from a highly educated population and very high labor force participation. The region’s knowledge industries require workers with a high degree of specialized knowledge and skills and the region’s employers have access to a workforce that is among the most highly educated in the US. As of 2014, 37 percent of the region’s residents had attained at least a Bachelor’s degree. As a major center for higher education, the region attracts a large number of students per year and produces graduates that continuously add to the region’s base of highly skilled workers (See Table 6: Key Workforce Indicators).

However, this education attainment and labor force participation is uneven by race and ethnicity. The region has the second highest rate of graduates (adults 25 years and older) with a bachelor's degree as well as the second highest retention rate.

Table 6: KEY WORKFORCE INDICATORS	
Net migration of 25-34 year olds	2,150
% of population employed in advanced industries	9.20%
# of H1B visas requested per 1000 workers	2.4
% of foreign born population 16-64 working	72%
population 25+ w an AA degree or higher	47%
population 25+ w an BA degree or higher	37%

While the Twin Cities region outpaces the nation on all measures of educational attainment; and, the region boasts one of the highest graduate levels for all levels of education, our high-level benchmarks mask underlying disparities by race (See Table 7: Percent (age 25+) with a bachelor’s degree or higher).

Table 7: Percent (age 25+ with a bachelor's degree or higher)



More good news: with this strong talent base, The Twin Cities consistently ranks in the top 10 for creative density, brainpower, innovation, quality of life and happiness.

- #1 - Top City for Intelligent People (USA Today, 2013)
- #3 & #6 - Most Literate Cities (USA Today, 2013)
- #3 - Quality of Life (Opportunity Nation, 2013)
- #4 - Best City for Generation Y (Payscale, 2013)
- #7 - "Creative Density" (Richard Florida/The Atlantic, 2010)

However, racial disparities in educational attainment lag attainment for whites and present more opportunity to better utilize our existing residents in the labor force by providing more opportunities for education, skill development and employment. According to MSPWIN, "over the next decade, the majority of our fastest-growing occupations are projected to require some postsecondary education. Two-year colleges often provide a local and affordable opportunity for degree completion, and a pathway to further education for those who transfer to bachelor's degree programs."

In terms of jobs, the region is home to more than 1.8 million jobs and has experienced consistent increases in the number of jobs over the past several years. Our regional workforce has also experienced overall growth over the past 14 years and ranks 2 in the US in the percent of population (aged 25-64 with an Associate Degree or higher), which is essential to meet the needs of employers. Further, the MSP region enjoys one of the highest labor force participation rates in the country, especially for women. (For a summary of employment and industry highlights by Twin Cities sub regions, see Figure 1 in the Appendix).

Diverging Trend Lines: Demand for Workers and Population Growth

However, the region’s already high labor force participation rate is a harbinger of a coming threat to economic growth. DEED estimates that the number of jobs in Minnesota is expected to increase 205,000 between 2012-2022. At the same time, the state’s population is aging rapidly causing a decline in availability of workers. The percent of the population that is 85 years and older will climb steeply from now on, and the population of people of color will continue to increase. The population ages 18-64 years old will decline, and the number of working-age adults of color is expected to more than double by 2040 (See Table 8: Population by select age groups, and Table 9: Population of color by race and ethnic group). These diverging trend lines pose significant risk to the economy but also provide opportunities to utilize untapped populations into the workforce.

Table 8: Population by select age groups

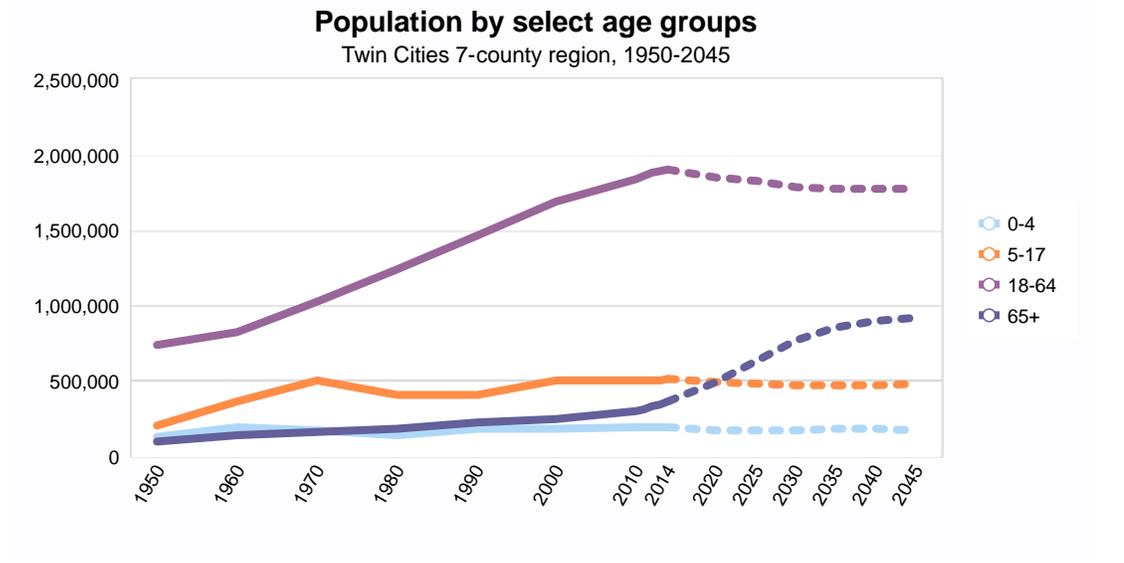
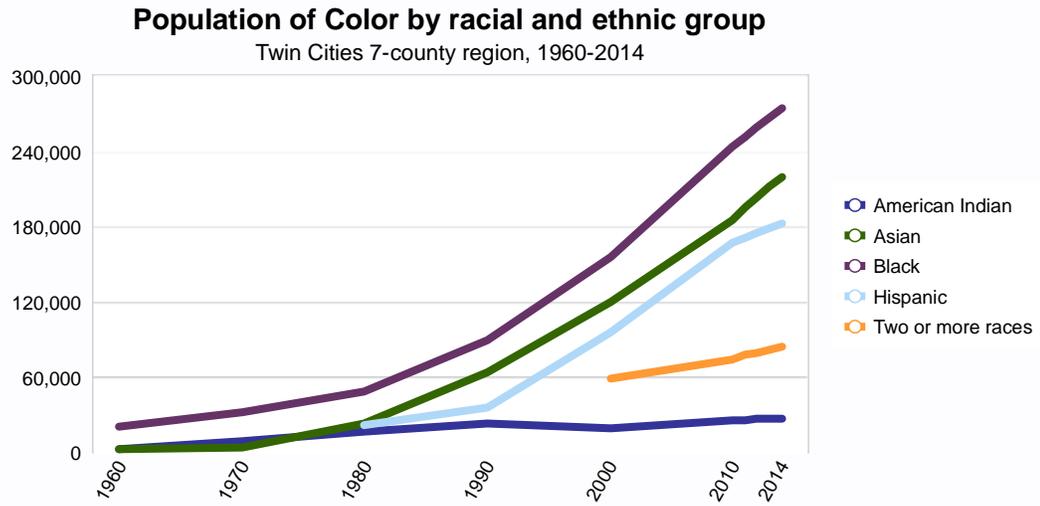


Table 9: Population of Color by racial and ethnic group



At the county level, there are slight variations in the overall regional unemployment levels with Ramsey and Anoka Counties in particular experiencing higher levels of unemployment consistently over the past decade (See Table 10: Unemployment by county 2006-2016).

Table 10: Unemployment by county 2006-2016

Year	Carver	Hennepin	Dakota	Ramsey	Washington	Anoka	Scott
2015	3.2	3.3	3.3	3.6	3.2	3.6	3.2
2014	3.6	3.7	3.7	3.9	3.6	4	3.5
2013	4.3	4.6	4.5	4.9	4.4	5	4.4
2012	4.8	5.2	5.2	5.7	5.1	5.8	5
2011	5.5	6.1	6.1	6.6	5.9	6.8	5.8
2010	6.7	7	7	7.5	6.7	8	6.9
2009	7.2	7.3	7.2	7.6	7.2	8.4	7.3
2008	4.9	4.9	4.9	5.3	5	5.5	5
2007	3.9	4.1	4.1	4.4	4	4.5	4
2006	3.3	3.6	3.5	3.9	3.5	3.9	3.5

As the chart at right from Minnesota Compass illustrates (Table 11: Proportion of adults working), that much of the need for workers in coming years can be met by tapping populations that are currently not participating fully in the labor force. These include people with disabilities, people of color and youth (See Table 12: 2010-2014 American Community Survey Estimates in the Appendix).

Occupations and Wages

The Bureau of Labor Statistics tracks employment and wages and reports that workers in the region had an average hourly wage of \$25.04 in May 2014, about 10 percent above the nationwide average of \$22.71. Wages in the region were higher than their

Minnesota Compass Highlights:	
Table 11: Proportion of adults working	
7 county MSP region (age 16-64)	77%
Persons with a disability	44%
Youth (16-24)	58%
Persons of color	65%

respective national averages in 12 of the 22 major occupational groups, including construction and extraction; healthcare practitioners and technical; and sales and related. Five groups had significantly lower wages than their respective national averages, including arts, design, entertainment, sports, and media; architecture and engineering; and business and financial operations.

When compared to the nationwide distribution, local employment was more highly concentrated in 9 of the 22 occupational groups, including business and financial operations; management; and personal care and service. Conversely, 11 groups had employment shares significantly below their national representation, including transportation and material moving; construction and extraction; and food preparation and serving related.

Looking ahead, data from DEED show:

- Two largest major occupational groups (Professional and related occupations and service occupations) will add 61% of the job growth
- Occupations adding the most jobs are those characterized by lowest wages and lowest skills
 - Personal care aides +23,000
 - Home health aides +10,000
 - Registered nurses + 9,000
 - Retail sales + 7,000
 - Food prep and servers + 5,000
- DEED Occupations in Demand suggests significant opportunities in the region in
 - Business operations – clerical, analytical, interpersonal skills
 - Sales/procurement pathways with emphasis on customer service skills and abilities
 - Continued availability/growth in healthcare sector
 - Replacement workers in manufacturing and construction

(See Table 13: High growth high pay in the Appendix.)

Coming Labor Shortage and Net Migration

There are clear challenges to the region's labor market both in the short and long-term. In the short term, our region is increasingly recognizing the significant challenges to continued economic growth and prosperity resulting from the large disparity in employment and economic opportunity among some of our residents, especially low-income residents and people of color. While the region scores well on various measures of economic health, including gross regional product per capita, labor force participation, percent of jobs that are family sustaining, and overall unemployment, the reality for too many of our residents is much less positive. Persistent gaps in employment between whites and people of color in particular coupled with a relatively modest number of working age people migrating to the region, are serious impediments to regional growth and competitiveness. As the labor market continues to tighten due to shifting demographics, the region is compelled to develop effective strategies to increase employment for all residents.

In addition, the region's ability to attract new workers from elsewhere is not sufficient to meet increasing demand for workers. In terms of net migration of 25-34 year-olds to the region, the Twin Cities is struggling with just 2,100 net new people in 2014. This segment of the population represents a key driver of economic growth as these workers tend to spur innovation and entrepreneurship.

Looking ahead further, the projected need for workers in occupations that drive our leading industries in the next 5 years is very substantial and will be difficult to meet without utilizing all of our residents and improving our ability to attract talent to the region (For anticipated demand for occupations in 2022, see Table 14: Long-term occupation projections for the 7 county MSP region in the Appendix).

Disparities and Barriers to Employment

To fully utilize the region's workforce, especially increasing the proportion of people working who have disabilities, are aged 16-24 years old, or who are people of color, a significant set of barriers must be addressed. First among these, is structural racism which compounds several other barriers. These many barriers across our region include, but are not limited to:

Structural Racism

- Policies and practices that are rooted in structural racism limit hiring and career advancement opportunities for African Americans and others.
- Narrow recruiting practices at some employers do not target diverse professional networks or educational institutions.
- In many workplaces, African Americans and others lack adequate mentoring, networking opportunities, and professional development or training opportunities leading to higher-level positions.

- Lower-income communities that are predominantly of color have fewer resources and social and economic capital. These challenges create negative outcomes that manifest as lower performing schools, higher poverty, higher crime, and limited opportunities, placing individuals at a disadvantage from the start.
- African Americans and Native Americans (among others) are over-represented in the criminal justice system, they face additional barriers as ex-offenders seeking employment.

Education, Training & Skills Barriers

- Basic Skills Barriers: Poor math and reading skills or lack of a high school diploma/GED excludes workers from higher paying jobs.
- Essential Skills Barriers: Many workers lack skills in professionalism such as getting to work on time and professional work communication that affect their ability to maintain a job.
- Computer Skills Barriers: Workers who have low computer skills have more limited job opportunities.
- Technical Skills Barriers: Educational requirements are rising for many jobs with most jobs requiring some education and job skills training beyond a high school diploma.

Transportation & Housing Barriers

- Most MSP Region residents living in low-income neighborhoods cannot effectively travel by public transportation to growing job centers.
- Limited service schedules at off-peak times keep 2nd and 3rd shift workers from getting to and from work.
- The cost of public transportation is high as a percentage of income for low-income residents.
- Lack of driver's license excludes workers from many jobs in sectors like transportation, logistics and construction; other jobs require a driver's license for identification. Obtaining a driver's license is very challenging for low-income people.
- A lack of permanent, affordable, quality housing keeps workers from maintaining a job and remaining out of poverty.

Industry & Career Barriers

- There are limited job and career opportunities that lead from entry-level jobs to mid-skill jobs (requiring less than a Bachelor's degree) that offer a living wage.
- The cost of college education or career training is high.
- New entrants to the job market and displaced workers report that

they are unsure what career they want to pursue. They also report that they don't know where to get training.

- Limited work experience keeps many workers from obtaining their first job. This affects both young people and middle-aged adults who have little or no work experience.

Social Barriers

- Many low-income adults cannot afford necessities to apply for a job, such as a bus ticket or professional attire.
- Low-income adults often face high costs of housing and transportation as a percentage of their average income.
- Criminal records exclude a fifth of job seekers from most job opportunities.
- Limited personal support systems lead to lower resilience when low-skilled or low-income people encounter a setback. This can destabilize their progress when trying to move out of poverty.
- Health problems, mental health problems and addictions are a barrier for many individuals that may preclude their capacity for work.
- Social networks fall along racial and gender lines and influence who gets referred for a job opening.
- Transit travel times to child care, work, and other services can be prohibitively long.

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

Strengths: As noted above, the regional economy is strong, and the regional workforce development system has strengths that reflect the diversity and variety within the regional economy. A primary strength, although sometimes viewed as a liability, is the existence of multiple entities (public and private) working toward the same goal of employment. In almost all cases, nonprofit and some private for-profit partners are working in conjunction with their local Workforce Development Boards (WDBs), and the local WDBs are cooperating on multiple levels. The Workforce Development Boards of the Twin Cities have been coordinating their approach through regular meetings of the GMWC over the last 15 years, and will continue.

A key strength of the coordinated approach is the extent to which certain WDBs have specializations in certain areas, and are looked to as leaders in certain sectors, spurred in part, by the perspectives of their own engaged local business leaders. Additionally, as most of our regional WDBs are county-based, they also have responsibility for, and can coordinate the delivery of, welfare Temporary Assistance to Needy Families (TANF) services and Supplemental Nutrition Assistance Program (SNAP) along with implementation of WIOA.

Further, we note that in service to jobseekers, incumbent workers, and employers, there are many times when local service is not only appropriate, but *preferred*. While much of this plan outlines the many ways in which we will cooperatively serve jobseekers and employers throughout the metro region, we pause to note that our workforce services often serve independent local businesses and individual jobseekers who are looking for personalized, one-to-one service that reflects an understanding of their own neighborhoods and cities. While there are many who see the entire metropolitan region as their “backyard”, there is value to having independent localized services for those whose boundaries may end at the city limits, county line, or in some cases, an even smaller neighborhood.

Weaknesses: A primary weakness of the regional workforce development system is inadequate funding. The primary financial resources for all this work are federal workforce funds which are broadly speaking, declining and often not within our direct line of influence. Lacking funding to serve clients within the system is a legitimate constraint on the ability of the system to address racial disparities in employment. Additionally, we find that our regional workforce system can be hampered by:

- Conflicting program requirements that limit the extent to which workforce development staff can leverage multiple resources to help an individual, and inadvertently discourage agencies from spending resources on people with multiple employment barriers.
- Program rules for TANF participants that create a disincentive for recipients to earn higher incomes. If they progress in their career and earn more, they will lose benefits that cannot be replaced at an incrementally higher wage.
- Access to Adult Basic Education (ABE) services to help individuals master basic math and reading skills needed to obtain their GED. K-12 schools sometimes lack resources to offer GED classes for students up to age 21; and, when students pursue remedial education through MnSCU or other higher education institutions, it often cuts into student aid that could be used for more advanced training.
- Substantial funding that is made available within the workforce system by competitive grant processes sometimes undermines shared strategies that have been developed at the local and regional levels. We see this practice as a weakness that, if it is to continue, should be more carefully coordinated through regional and local Workforce Development Boards.

Finally, the regional workforce system now requires a longer (and more expensive) on-ramp for individuals than in years past. We find that individuals looking for work are beginning further back – they often lack the academic and social preparation necessary to move successfully into training and onto work. Much of this is structural – changes in the economy, incidences of incarceration, huge increases in housing and education debt. And, as our understanding of these structural deficits improves, we

can craft systemic solutions *as we continue* serving individuals as effectively as we can, given the lack of adequate funding.

Opportunities: We see a number of opportunities on the horizon. First and most importantly, we are in a tightening labor market. It is, again, workforce development’s “time to shine”! As the labor market in the Twin Cities tightens, there is an opportunity to adjust and adapt services to serve the unemployed populations better, particularly people with disabilities, ex-offenders, youth, African-American men, and incumbent workers. These are all groups for which additional insights have been gained in recent years and we can use this labor market window to provide more and better services to advance their movement in the labor market. As race equity and disparities have taken center stage to the regional agenda, we are well-positioned to coordinate a racial disparities employment solution at the regional level. In order to produce outcomes at the individual level for employment equity for individuals, a system level approach is needed and this is the perfect opportunity to do so.

Within the last several years, we have developed a common, regional approach to messaging and branding from an economic development perspective. Now, we can do the same from a workforce perspective – helping employers see a large and complex labor market that the regional workforce system can help them successfully navigate. Many companies have a reach across the entire metro area, and interfacing with them could be done at the regional level. A coordinated approach would also help with public perception of the WDBs and their function and outcomes.

In most cases, our shared county-based delivery of TANF and SNAP services is integrated with WIOA delivery. We see opportunity to strengthen those connections and further leverage SNAP Employment & Training funds in the coming years.

Threats: There are three overarching threats that loom large. The first (always) is that the cost of addressing the issues we face is significant. Within the region, we continue to face chronic unemployment by some, sustained underemployment and low-wage work faced by many others, and still, pockets of serious labor need in critical industry sectors and occupational clusters. The cost of addressing these issues is typically not within the expected range of acceptable WIOA per-participant training and placement costs. The system is consistently threatened by being under-resourced.

The second is that our region faces structural inequities by race that we are taking steps to address. Persistent and significant gaps in education, health, home ownership, wealth and employment compound each other and conspire to make it difficult to reduce racial disparities in any one area without advancing structural solutions in multiple areas. The problems must be addressed with strategies not just for employment, but more broadly with strategies for education, health and

social well-being as well. African Americans and Native Americans experience the worst employment disparities. The Boards can play a significant and meaningful role in this regard, but of course, cannot act alone.

Finally, we must acknowledge the threat of the rapidly changing nature of work itself. Even as we negotiate training, placement, wage, and retention targets for WIOA, we are mindful that being “placed” in a “job” for a steady “wage” is increasingly not the norm in the current and emerging labor market in which temporary, gig, freelance, crew, and other forms of work are increasing in prevalence. The timeframe in which emerging jobs go from thought/conception to potential contract/hire is shorter, the training needed sometimes more ambiguous and the work arrangements inevitably more complex. And, even more ‘traditional’ work in the trades, arts, education and transportation sectors sometimes now requires an entrepreneurial approach to being an independent contractor as well as a worker. This threat will not likely shift our approach to workforce development during the two-year window of this plan; however, it must be addressed in the coming years if we are going to remain a viable and useful resource in the labor market.

Note on sources: much of the analysis in this section was gleaned from one-on-one interviews with WDB leaders, and meetings with partners and other stakeholders during the drafting of this plan (February – May 2016).

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

All residents of the region will have more opportunities to attain family supporting careers, experience fewer barriers to employment and enjoy a high quality of life. Our priority is ensuring access to economic opportunity for people of color, immigrants, people with disabilities, and others whose talents, skills and abilities are necessary to the continued economic vitality of our region.

Through effective partnerships and engaged stakeholders, the region will produce a skilled workforce that meets employers’ needs and contributes to a strong regional economy that provides prosperity for all.

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 GMWC is undertaking a process to deepen sector expertise where it already exists and shape new sector efforts where needed. Four primary data sets are being used to shape future pathways: state-level sector data already compiled by the GWDC, regional labor market analysis completed by DEED, Wanted Analytics data showing real-time openings in the metro region; and, the human intelligence from WDB staff, DEED Business Representatives, and community-based partners. Some sectors/occupations have already been identified, and others are in the queue for potential development. (Detailed in Attachment G).

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

The GMWC has had prior experience in managing partnerships composed of multiple employers, workforce service providers, ABE partners, and others. Further, individual members of the GMWC have been nationally recognized for their sector partnerships and the plan calls on them to share this expertise with the region going forward. For example, In March 2015, President Obama named the Minneapolis area as one of 20 TechHire regions across the United States. The mission of the MSP TechHire initiative, led by the City of Minneapolis, is to close the workforce skills gap in the high tech economy by building a path for diverse workers to access training, support and tech jobs across the Greater Minneapolis Region. As of April 2016, 318 participants (32% women and 24% minorities) have completed accelerated training programs, over 200 trainees have been placed in full-time tech jobs, and over 150 employers have engaged in the initiative.

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.

The GMWC will use sector partnerships to manage short-term training and placement opportunities (pending funding availability), as identified above. For longer-term career pathway development and further exploring the landscape for future sectors, we are exploring the convening of metrowide ‘sector panels’ in partnership and alignment with Chambers, MnSCU partners, MnSCU advisory boards, and others. These panels would be business-led, focused on the workforce needs within a particular industry or occupational cluster. We see this transition to WIOA as a clear opportunity to step forward (building upon previous efforts) to organize metrowide communications about sector needs and occupational career pathways.

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.

The GMWC believes that the most effective strategies are grounded in good data. As described earlier in the sections describing the MSP regional economy and workforce, the region has significant demand for a skilled workforce. At the same time, a review of employment data confirms that several groups of individuals are not participating fully in the labor force and represent an “untapped resource.” These populations have not benefitted from the re-bounding national economy and include people of color (including immigrants), people with disabilities, youth and ex-offenders. Working with individuals and organizations with experience and expertise serving these specific populations is a goal of our regional planning work. We recognize the significant expertise represented by community based organizations and other partners who are working on the ground to support, train, coach, and employ people who have not had access to opportunity in the past. We intend to much more significantly utilize this expertise in future regional workforce planning, in serving populations that we have prioritized in this plan and in helping achieve better outcomes for those populations through collaborative and innovative approaches.

In addition to the highest priority of better outcomes for African Americans and Native Americans, we also recognize other populations in need, such as ex-offenders. In November 2010 the Center for Economic and Policy Research released a study titled “Ex-offenders and the Labor Market,” which found that a felony conviction or imprisonment significantly reduces the ability of ex-offenders to find jobs, costing the U.S. economy an estimated \$57 to \$65 billion annually in lost economic output. The study focused on male offenders, since they constitute 90% of people convicted of felonies in the U.S. It is well known that ex-prisoners in general have a more difficult time finding jobs than people without a criminal history. Data for the Minneapolis-Saint Paul region is consistent with this study.

Utilizing this data and other research, the GMWC will focus significant effort on strategies to address the barriers faced by these populations, align resources to deliver education and training that will help them develop and advance in careers, and ultimately fully enjoy the broad range of opportunities and high quality of life our region offers.

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

Mandated partners, community based organizations and other stakeholders in the workforce development ecosystem in the region share the same vision for a skilled workforce articulated in question 11. What's more there is broad agreement that with limited resources, a collective impact model is the most effective strategy to achieve that vision.

In convenings and conversations held by the GMWC to develop this plan, stakeholders committed to working more closely together to advance these goals. This commitment recognizes that each partner brings a unique perspective and sometimes unique approach to the work that is informed by the constituency they work with. For example, partners working with the disabled population have tremendous expertise when it comes to developing skills and gaining employment for their clients. Similarly, partners from culturally specific organizations have a deep understanding of their clients, the barriers they face, strategies that have been effective, etc. We see opportunity in bringing these partners together on a regular basis to inform the development of strategies as well as to learn from each other.

Therefore, stakeholder engagement will be an ongoing process for the MSP region. This plan calls for continuous input from job seekers, employers, front-line workforce and training staff, and other partners.

Pending funding availability, the GMWC anticipates surveying key constituents to build baseline information on needs and gaps. Depending on resources available, we would like to convene planning sessions with a variety of constituent groups, beginning in fall 2016 including:

- Economic Development Organizations
- Employers
- Jobseeker customers
- Community-Based Organizations
- K-12, ABE, MnSCU and other education partners
- Core partners
- Other Influencers (Philanthropy, Elected officials, Business intermediaries)

These sessions would enable us to share current data and trends, gain street level information, share best practices and develop joint approaches, including leveraging sector strategies for various constituencies. Perhaps as importantly, they will allow the Boards to work closely with other partners, continuing to develop trust and shared direction.

The GMWC will utilize a variety of mechanisms to engage diverse stakeholders including a website, social media, etc. Depending on availability of funding, an annual regional planning conference for local workforce boards, community colleges, ABE, labor unions, community-based organizations, K-12, and others might be convened. This conference would enable cross-sector conversations and problem-solving to support regional workforce planning work.

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

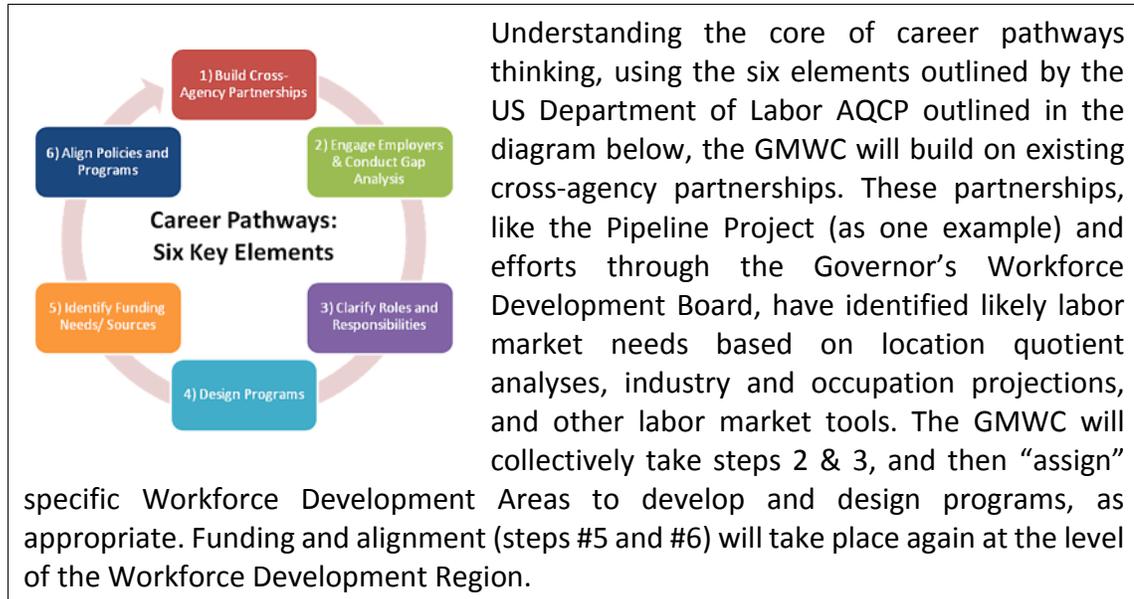
As noted earlier, the GMWC believes in the power of data to drive results and has utilized a range of data sources in developing this plan. Going forward, data will be the foundation upon which stakeholders will build effective employment and training strategies, including sector strategies.

An analysis of the MSP region's leading industries based on total employment, wages, growth, occupations and skill requirements is the starting point for developing sector strategies. This data will be validated through real-world discussions with the full continuum of stakeholders – job seekers, employment counselors, education and training providers, and employers.

In addition, the GMWC has a long history of working in sector partnerships including the TechHire initiative (noted earlier) and Anoka County's Health Care Pathway Program which received the 2015 Achievement Award from the National Association of Counties (NACO) and which also was awarded the Commissioner's Circle of Excellence in 2014 in recognition of outstanding commitment to Human Services clients. Other examples of GMWC members expertise in working with industry sectors include Dakota Scott's work with STEM education, Ramsey County's expertise with the construction industry, among others. Attachment G details the sectors we already are working with and future sector partnerships we envision. These initiatives are built on strong employer engagement through employer associations, such as chambers of commerce or trade associations, as well as individual employers who will guide sector strategies.

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.



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

Entities engaged in this assessment and strategy development will initially be members of the GMWC and/or members of individual Workforce Development Area Boards. From there, we anticipate creating ‘sector panels’ that cross individual WDA lines, bringing expertise from across industries and/or occupational clusters – with a specific eye toward meeting workforce needs.

Prior experience with such efforts suggest that while it’s useful to build on existing ‘business-focused convenings i.e., Chambers of Commerce or professional associations, what’s most helpful is if those assembled have specific focus on, and have decision-making influence on workforce and talent pipeline issues within their respective organizations.

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.

By the end of the two-year plan, we will have worked on multiple career pathways in the identified industry sectors and occupational clusters. Sector panels will have been convened, with individual Workforce Development Boards taking the leads on specific sectors/pathways.

Further, with partnerships among other public and philanthropic partners, we will have begun to identify steady (and sustainable?) sources of funding to grow those pathways and move individuals along them – with the ability to cover the kinds of preparation, training, and support costs that we know are necessary for individuals to succeed.

Finally, we will also have developed, with our business leaders, a running list of future training needs. Again, with strong business, education, and nonprofit service provider partnerships, we anticipate significantly shortening the “development time” to identify training and supports needed for specific pathways. Further, we hope to have secured sufficient formula funds through public sources so that the development of every pathway need not be awarded through lengthy and resource-intensive competitive grant processes.

REGIONAL OVERSIGHT COMMITTEE

ATTACHMENT A

Regional Workforce Development Area

Twin Cities Workforce Development Region

Members

Commissioner Rhonda Sivarajah, Local Elected Official
Shirley Barnes, Business Chair
Jerry Vitzthum, Staff Alternate/Designee
Mayor Betsy Hodges, Local Elected Official
Carolyn Roby, Business Chair
Deb Bahr-Helgen, Staff Alternate/Designee
Commissioner Chris Gerlach, Local Elected Official
Cathy Weik, Business Chair
Mark Jacobs, Staff Alternate/Designee
Commissioner Jan Callison, Local Elected Official
Tony Scallon, Business Chair
Ron White, Staff Alternate/Designee
Commissioner Toni Carter, Local Elected Official
James McLean, Business Chair
Patricia Brady, Staff Alternate/Designee
Commissioner Fran Miron, Local Elected Official
Tony Colosimo, Business Chair
Robert Crawford, Staff Alternate/Designee

Organization

Anoka County Workforce Development Board

City of Minneapolis Workforce Development Board

Dakota-Scott Workforce Development Board

Hennepin-Carver Workforce Development Board

Ramsey County Workforce Development Board

Washington County Workforce Development Board

As planning continues, the GMWC expects to shift its composition to also engage representatives from regional workforce, economic development, and education initiatives, as noted above in the plan. Particular attention will be paid to ensuring that the GMWC is connected to, and engaged with, individuals and organizations focused on racial equity in the region.

Attachment G**LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY**

The particular strengths of the regional economy are detailed in the text above. We have drawn on five data sources to identify key industry clusters for which workforce strategies will likely be pursued in the coming years:

- a) Analysis of the industry data by DEED LMI staff (10/14 QCEW data) showing the largest concentrations of employment in the Twin Cities region, as well as above average location quotients (indicating particular regional strength relative to the rest of the state and/or national peers);
- b) Analysis of *traded clusters* and *local clusters* by the US Cluster Mapping Project (2013 data) and the MSP Regional Cluster Initiative (2013) led by the Humphrey School of Public Affairs;
- c) *High Growth-High Pay* Industry projections (2012-2022) produced by DEED LMI staff;
- d) Real-Time Talent (Wanted Analytics) data from May 2016 indicating current openings in key industries; and,
- e) Historical experience of WDBs and their partners in managing sector initiatives previously.

These industries have the largest concentrations of employment in the Twin Cities region. Think of them as basic building blocks for our regional economy.

INDUSTRY STRENGTH IN REGION BASED ON EMPLOYMENT VOLUME (top five)	Industry	Number of Firms (2013)	Number of Jobs (2013)	Average Annual Wages (2013)	Location Quotient (2013)
	Management of Companies (NAICS 55)	802	68,359	\$117,208	1.5
	Insurance Carriers (NAICS 524)	2,187	50,790	\$96,772	1.3
	Real Estate & Rental Leasing (NAICS 23)	4,048	31,548	\$59,956	1.3
	Computer Systems Design (NAICS 5415)	2,149	26,159	\$98,644	1.3
	Real Estate (NAICS 531)	3,591	25,830	\$60,424	1.3

These industry clusters (includes some or all of individual industry classifications) are some of our largest traded and local industry clusters, and are ranked here by employment volume, based on number of jobs. Think of these as combinations of some whole industries and parts of others, combined to form meaningful clusters – some of which serve as a foundation for international trade; with others serving only local need.

	Industry Cluster	Number of Firms (2013)	Number of Jobs (2013)	Average Annual Wages (2013)	Location Quotient (2013)
TOP TRADED AND LOCAL CLUSTERS (RANKED BY EMPLOYMENT VOLUME)	Health Services (<i>Local</i> , draws from NAICS 62)	7,961	221,295	\$48,275	1.2
	Business Services (<i>Traded</i> , draws from NAICS 55)	8,232	207,804	\$86,255	1.2
	Hospitality (<i>Local</i> , draws from NAICS 72)	7,272	151,094	\$15,950	.94
	Commercial Services (<i>Local</i> , draws from NAICS 54,56,81)	6,479	118,819	\$43,156	1.0
	Real Estate, Const, Dvlpt (<i>Local</i> , draws from NAICS 23,53)	14,307	105,936	\$58,321	.96
	Distribution & Electronic Commerce (<i>Traded</i> , draws from NAICS 221,48,49)	5,272	91,847	\$67,119	1.0
	Insurance (<i>Traded</i> , draws from NAICS 524)	526	36,896	\$92,406	1.5
	Information Technology (<i>Traded</i> , draws from NAICS 334,511)	438	34,472	\$87,288	1.9

These industry segments (subsets of specific industries) are our fastest-growing industry segments, ranked here by order of expected growth in employment (last column). These are also high-pay industry segments, relative to others in the labor market.

HIGH-GROWTH, HIGH-PAY INDUSTRY SEGMENTS (RANKED BY % EXPECTED GROWTH IN EMPLOYMENT, THOSE OVER 20%)	Industry Segment	Expected Number of Jobs (2022)	Median Salary	Expected % Growth (2012-2022)
	Residential Building Construction (NAICS 2361)	4,536	\$47,268	49.1
	Building Foundation/Exterior Contractors (NAICS 2381)	6,077	\$51,428	39.6
	Other Specialty Trade Contractors (NAICS 2389)	5,058	\$47,008	37.2
	Management & Technical Consulting Svc (NAICS 5416)	12,672	\$78,728	33.6
	Building Equipment Contractors (NAICS 2382)	15,899	\$62,660	29.2
	Outpatient Care Centers (NAICS 6214)	6,860	\$68,068	29
	Office Administrative Services (NAICS 5611)	4,132	\$71,708	28.8
	Nonresidential Building Construction (NAICS 2362)	7,299	\$76,076	28.2
	Farm Product Merchant Wholesalers (4245)	3,748	\$145,964	27.5
	Other Ambulatory Health Care Services (6219)	5,447	\$51,792	25.4
	Other Professional & Technical Services (NAICS 5419)	9,878	\$47,164	25.2
Computer Systems Design and Related Services (NAICS 5415)	28,381	\$92,092	20.9	

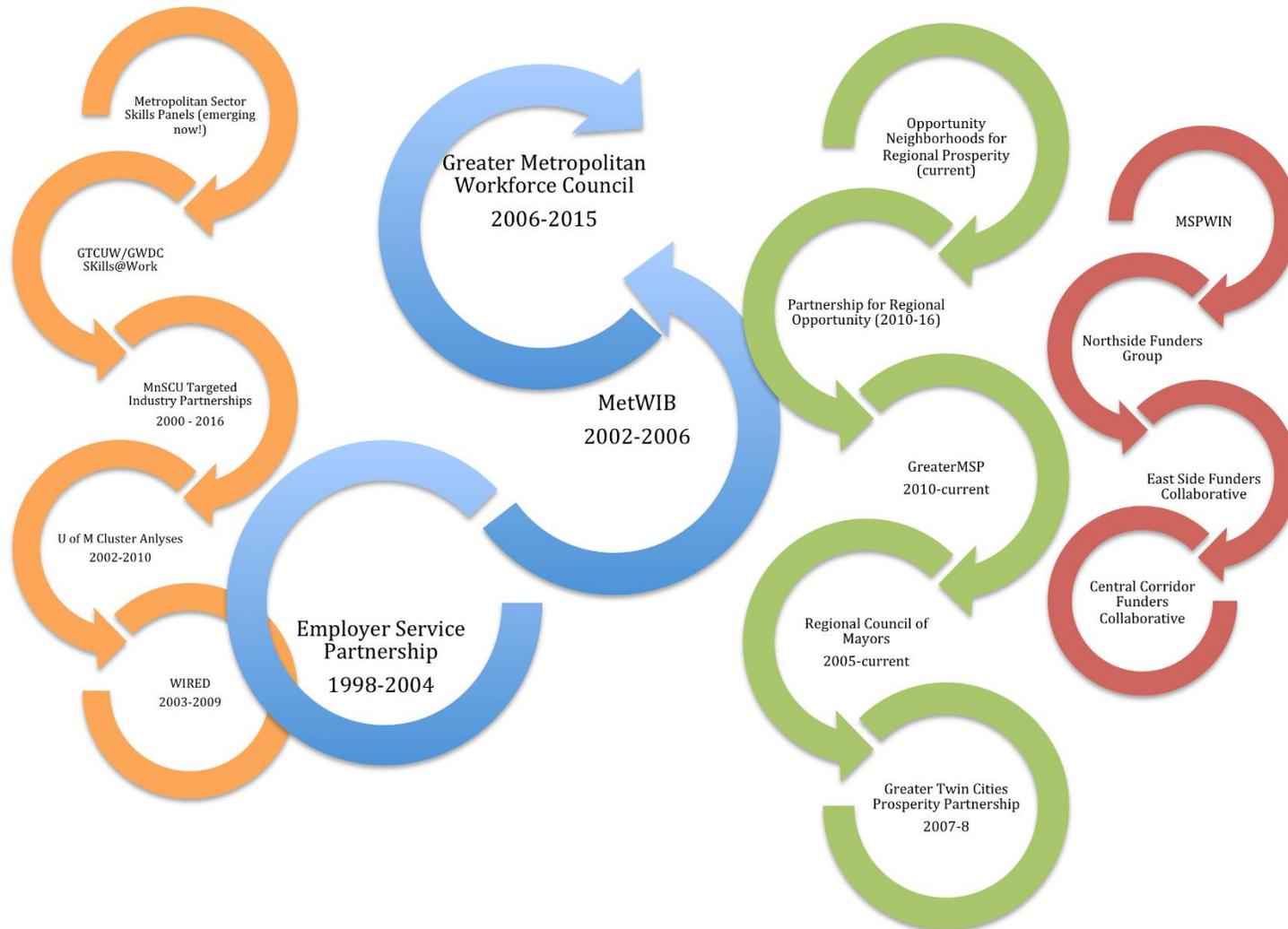
Finally, Real-Time Talent/Wanted Analytics allows us to search for current job openings, within a specific geography, and sorted by Education level needed. The table below shows the number of current job openings (snapshot on 5/31/16) for selected Industries, industry clusters, and industry segments shown in the lists above. The table also includes industry segments for which there are a significant number of current openings, but may have not appeared on the lists above. The table is sorted by number of jobs found now.

	Industry Cluster	Number of Employers Hiring Now	Number of Jobs Found Now	Median Local Salary	Top Job Titles & Employers
,JOB OPENINGS IN KEY INDUSTRIES, CLUSTERS, AND SEGMENTS (RANKED BY VOLUME OF OPENINGS) ADD'L LISTINGS INCLUDE HIGH VOLUME SEGMENTS THAT MAY BE EMERGING AS WE MOVE FORWARD	Health Care & Social Assistance (NAICS 62)	468	4,417	\$66,300	RN, NA, MA, LPN <i>United Health, Park Nicollet, Allina</i>
	Management of Companies/Biz Services (NAICS 55)	13	140	\$55,450	Cust Svce Rep, Sales Associate <i>Securian, Sears Financial, Pentair</i>
	Accommodation & Food Service (NAICS 72)	180	3,645	\$31,600	Asst. Mgr, Team Member, Delivery Driver <i>Pizza Hut, McDonalds, Taco Bell</i>
	Commercial Services (NAICS 54,56,81)	980	5,043	\$65,200	Cust Svce Rep, Admin Asst, Project Manager, Business Analyst <i>Lewin Group, OptumInsight, Amazon</i>
	Real Estate, Const, Dvlpt (NAICS 23,53)	307	1,125	\$48,900	Receptionist, Maintenance Tech, Admin Assistant <i>Multiple Public Schools, Ecumen, Augustana Care</i>
	Distribution, Transportation & Warehousing (NAICS 48, 4921)	136	1,045	\$54,550	Package handler, Driver, Account Manager, Sales Executive <i>Celadon, US Express, Polaris</i>
	Finance & Insurance (NAICS 524)	190	2,020	\$75,450	Teller, Personal Banker, Sr. Business Analyst <i>United Health, multiple banks</i>
	Information Technology (NAICS 334,511)	76	912	\$88,500	Software Engineer, Mfg Engineer <i>Oracle, Code 42, Cognizant Tech</i>
	Public Administration (NAICS 92)	62	270	\$76,650	RN, Mgmt Trainee, Policy Officer, HR Specialist <i>Army, FHA, DHS, City Apple Valley</i>

Reviewing these tables, some obvious choices emerge. The GMWC will explore convening metro-wide sector panels in key industries (and industry clusters) to shape programming and education offerings across the landscape. Given prior staff expertise and familiarity with key industry players, *individual Workforce Development Boards (WDBs) will be tasked with serving as the “lead” for a given sector* -- regardless of where the geographic concentration of activity in that sector may be. The tagging here is simply meant to indicate that a given WDB will as the “project lead” for that sector/cluster on behalf of all the metro WDBs as the GMWC pursues its collaborative work going forward.

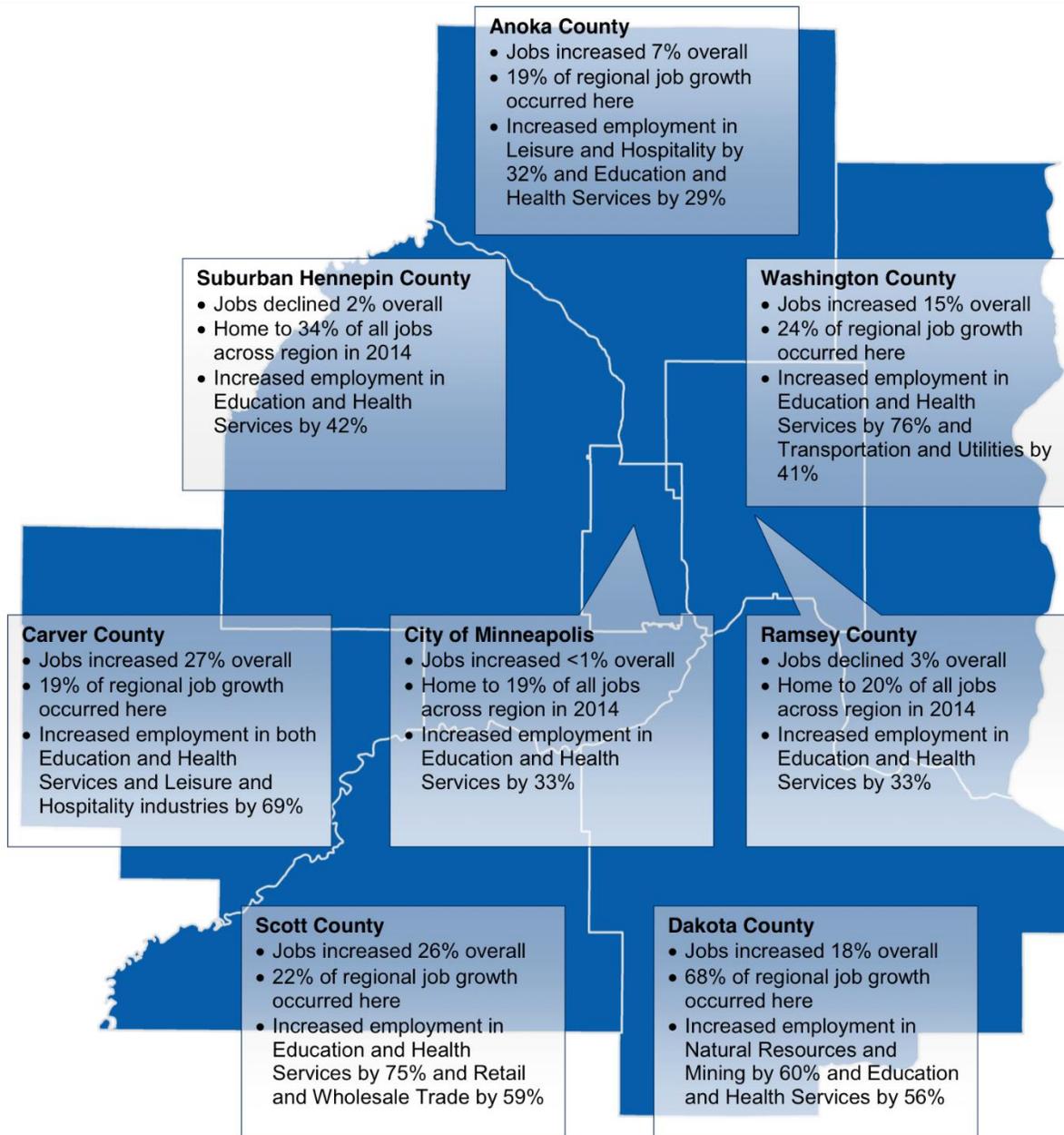
Industry Sector/Cluster/Segment	Compelling evidence for inclusion	Likely WDB Lead
Construction	Significant <i>local</i> cluster with high volume of current jobs available, an upward growth trajectory, strong fit with many local jobseekers, and relatively high wages.	Ramsey
Information Technology	Connected to computer systems design, IT is an anchor industry segment to the regional economy. Further, the dovetail with management of companies (another anchor) makes it a likely candidate for growth. Median pay is valuable and the growth trajectory as part of other segments is significant.	Minneapolis and/or Dakota-Scott
Healthcare	Clearly, a growing field, that is our most significant local cluster and that offers a high volume of current and future jobs at meaningful wages.	Anoka and/or Hennepin-Carver
Manufacturing	Legacy industry that is attractive to lower-skill individuals. Relatively high wages.	Washington
Business Support Services (including Public Administration)	This industry cluster touches several key industries with strong presence and growth potential in the Twin Cities. Recent efforts to focus on the employment needs of counties also finds its way into this industry cluster, and should be pursued in the coming years.	Hennepin-Carver
Per the analysis in the plan, we anticipate additional sectors emerging, as well as smaller clusters within these larger areas of specialization. The GMWC is committed to pursuing these collaboratively, and in partnership with area education, nonprofit, and other workforce partners.		

Overlapping Regional Workforce and Economic Growth Efforts
1998 - present



Appendix

Figure 1: Summary of employment and industry highlights between 2000 and 2014 for Twin Cities sub-regions



Source: Minnesota Department of Employment and Economic Development, Quarterly Census of Employment and Wages, 2000 and 2014.

Table 12: 2010-2014 American Community Survey Estimates

2010-2014 American Community Survey 5-Year Estimates					
			Total	In labor force	Unemployment rate
MN					
White			3,608,945	70.1%	5.5%
Black or African American			201,931	68.0%	16.4%
American Indian and Alaska Native			40,602	59.4%	17.4%
Asian			170,383	70.5%	7.2%
Hispanic or Latino			167,486	75.0%	10.1%
Native Hawaiian/ Pacific Islander			1,708	80.7%	7.9%
Some other race			52,088	76.2%	11.0%
Two or more races			67,215	69.5%	13.2%
Anoka					
White			227,939	73.4%	6.6%
Black or African American			10,792	72.3%	16.8%
American Indian and Alaska Native			1,632	60.4%	11.4%
Asian			9,834	76.0%	6.7%
Hispanic or Latino			8,076	77.7%	9.1%
Native Hawaiian/ Pacific Islander			72	69.4%	25.9%
Some other race			3,662	77.8%	9.0%
Two or more races			4,361	68.3%	9.8%
Dakota					
White			264,837	73.9%	4.9%
Black or African American			13,762	77.7%	15.1%
American Indian and Alaska Native			1,143	78.4%	8.7%
Asian			13,708	74.1%	5.9%
Hispanic or Latino			16,086	79.9%	9.2%
Native Hawaiian/ Pacific Islander			235	100.0%	6.0%
Some other race			7,028	79.5%	12.7%
Two or more races			5,259	79.3%	15.3%
Carver					
White			64579	76.2%	4.6%
Black or African American			709	91.5%	12.8%
American Indian and Alaska Native			138	63.8%	18.2%
Asian			1828	73.1%	3.1%
Hispanic or Latino			2332	71.1%	5.5%
Native Hawaiian/ Pacific Islander			37	35.1%	0.0%
Some other race			595	60.3%	16.7%
Two or more races			715	75.1%	9.9%
Hennepin					
White			709997	72.4%	5.4%
Black or African American			99274	68.0%	16.5%
American Indian and Alaska Native			6418	60.1%	15.7%
Asian			59455	71.3%	7.1%

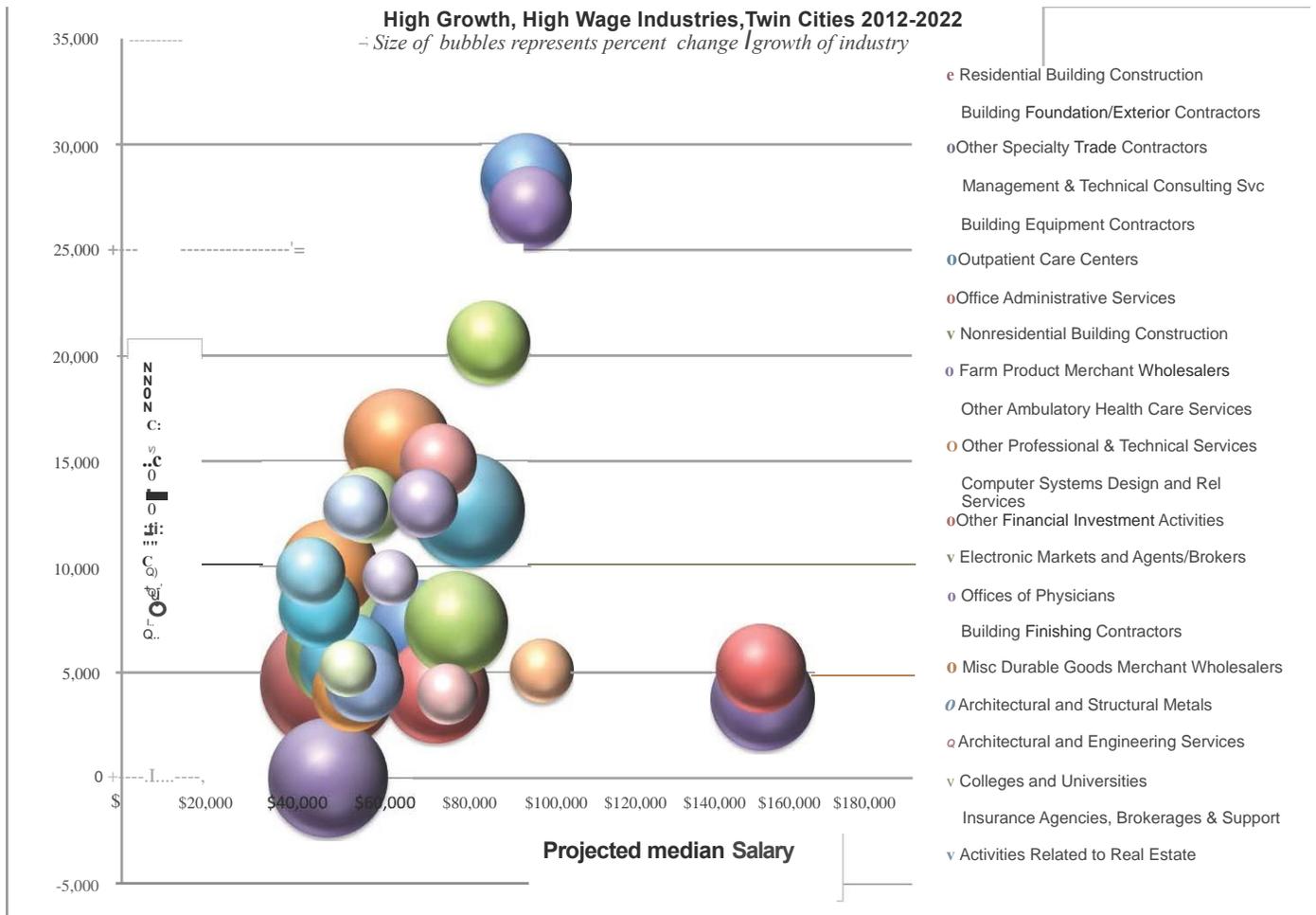
Hispanic or Latino	51885	78.0%	8.2%
Native Hawaiian/ Pacific Islander	327	75.5%	25.1%
Some other race	18295	77.8%	9.3%
Two or more races	21207	72.2%	11.9%
Ramsey			
White	292,546	68.9%	5.6%
Black or African American	40,302	69.5%	17.6%
American Indian and Alaska Native	2,459	63.2%	21.4%
Asian	45,907	64.4%	9.2%
Hispanic or Latino	24,822	74.1%	12.0%
Native Hawaiian/ Pacific Islander	110	68.2%	0.0%
Some other race	6,462	76.2%	13.2%
Two or more races	9,700	68.1%	17.0%
Scott			
White	85,771	77.6%	4.7%
Black or African American	2,636	65.5%	7.2%
American Indian and Alaska Native	699	55.2%	26.2%
Asian	5,569	79.2%	6.1%
Hispanic or Latino	3,923	77.3%	8.6%
Native Hawaiian/ Pacific Islander	166	100.0%	0.0%
Some other race	1,277	71.5%	8.0%
Two or more races	1,451	78.3%	23.2%
Washington			
White	164,638	72.0%	5.1%
Black or African American	6,471	70.8%	7.8%
American Indian and Alaska Native	730	39.0%	7.0%
Asian	9,121	76.6%	7.3%
Hispanic or Latino	5,679	72.8%	9.4%
Native Hawaiian/ Pacific Islander	98	79.6%	0.0%
Some other race	1,058	82.1%	13.9%
Two or more races	2,492	64.4%	11.3%

EMPLOYMENT STATUS BY DISABILITY STATUS population 18 to 64 years							
2014 American Community Survey 1- Year Estimates							
	Anoka County	Carver County	Dakota County	Hennepin County	Ramsey County	Scott County	Washington County
Total:	216,897	60,758	258,339	787,023	337,291	85,510	152,213
In the labor force:	183,281	52,214	224,817	657,444	272,042	74,651	129,803
Employed:	173,858	50,771	217,837	625,849	256,694	71,654	122,754
With a disability	8,470	925	8,990	28,470	13,210	2,976	5,373
No disability	165,388	49,846	208,847	597,379	243,484	68,678	117,381
Unemployed:	9,423	1,443	6,980	31,595	15,348	2,997	7,049
With a disability	833	11	406	4,424	2,418	74	569
No disability	8,590	1,432	6,574	27,171	12,930	2,923	6,480
Not in labor force:	33,616	8,544	33,522	129,579	65,249	10,859	22,410
With a disability	9,428	1,009	6,794	31,432	21,193	1,811	5,284
No disability	24,188	7,535	26,728	98,147	44,056	9,048	17,126

Table 13: High Growth, High Pay Occupations 2012-2022

NAICS	Title	Estimate Year Employment	Percent Change	Median Salary
2361	Residential Building Construction	4,536	49.1	\$47,268
2381	Building Foundation/Exterior Contractors	6,077	39.6	\$51,428
2389	Other Specialty Trade Contractors	5,058	37.2	\$47,008
5416	Management & Technical Consulting Svc	12,672	33.6	\$78,728
2382	Building Equipment Contractors	15,899	29.2	\$62,660
6214	Outpatient Care Centers	6,860	29	\$68,068
5611	Office Administrative Services	4,132	28.8	\$71,708
2362	Nonresidential Building Construction	7,299	28.2	\$76,076
4245	Farm Product Merchant Wholesalers	3,748	27.5	\$145,964
6219	Other Ambulatory Health Care Services	5,447	25.4	\$51,792
5419	Other Professional & Technical Services	9,878	25.2	\$47,164
5415	Computer Systems Design and Rel Services	28,381	20.9	\$92,092
5239	Other Financial Investment Activities	5,187	20.5	\$145,548
4251	Electronic Markets and Agents/Brokers	20,605	17.8	\$83,512
6211	Offices of Physicians	27,007	17.7	\$93,028
2383	Building Finishing Contractors	8,066	17	\$44,980
4239	Misc Durable Goods Merchant Wholesalers	4,103	16.8	\$52,468
3323	Architectural and Structural Metals	4,497	16	\$55,276
5413	Architectural and Engineering Services	14,955	15.2	\$72,020
6113	Colleges and Universities	12,899	14.7	\$55,744
5242	Insurance Agencies, Brokerages & Support	12,999	12.3	\$68,640
5313	Activities Related to Real Estate	9,753	12.3	\$43,108
5112	Software Publishers	5,070	10.6	\$95,524
5311	Lessors of Real Estate	12,784	10.6	\$53,196
3329	Other Fabricated Metal Product Mfg	3,956	9.7	\$74,048
4541	Electronic Shopping & Mail-Order Houses	5,167	8.5	\$51,428
4238	Machinery & Supply Merchant Wholesalers	9,476	7.8	\$61,152

DEED LMI



This chart shows High Growth, High Wages by Industry. The left axis shows projected # of job openings in 2022 in those industries. The bottom axis shows projected median salary.

Table 14: Minnesota Department of Employment and Economic Development Long-Term Occupation Projections 7 County MSP Region

Title	2012 Estimated Employment	2022 Estimated Employment	% Change	Total Change	Replace	Total Hires
Total, All Occupations	1738875	1871483	7.6	132608	399000	546410
Office and Administrative Support Occupations	270102	275864	2.1	5762	58450	71270
Sales and Related Occupations	181162	188915	4.3	7753	51960	61240
Food Preparation and Serving Related Occupations	131833	140813	6.8	8980	51480	60800
Personal Care and Service Occupations	81457	100928	23.9	19471	14950	34460
Management Occupations	126700	135033	6.6	8333	25640	34020
Business and Financial Operations Occupations	118379	128269	8.4	9890	23030	33090
Healthcare Practitioners and Technical Occupations	86037	100577	16.9	14540	17540	32080
Production Occupations	116396	118685	2	2289	22740	28070
Transportation and Material Moving Occupations	92874	96354	3.7	3480	21700	26170
Education, Training, and Library Occupations	91631	96679	5.5	5048	19210	24460
Construction and Extraction Occupations	51426	62871	22.3	11445	8210	19670
Computer and Mathematical Occupations	69118	76485	10.7	7367	11260	18740
Healthcare Support Occupations	47397	57167	20.6	9770	8920	18690
Building and Grounds Cleaning and Maintenance Occu	55442	60564	9.2	5122	11310	16430
Installation, Maintenance, and Repair Occupations	51206	54314	6.1	3108	11800	15160
Community and Social Service Occupations	33393	37730	13	4337	7950	12310
Architecture and Engineering Occupations	37234	38853	4.3	1619	8790	10670
Arts, Design, Entertainment, Sports, and Media Occ	35829	36795	2.7	966	8380	9810
Protective Service Occupations	26373	27699	5	1326	7640	8970
Life, Physical, and Social Science Occupations	16680	17996	7.9	1316	4740	6060
Legal Occupations	15230	16171	6.2	941	2450	3400
Farming, Fishing, and Forestry Occupations	2976	2721	-8.6	-255	840	840

SECTION B: LOCAL PLAN

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

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

The Anoka County WorkForce Center as the sole WorkForce Center in Anoka County, is located in Blaine and co-located with several of the core title providers. At this time the Workforce Development Board has no plans for affiliate and/or other partner sites.

The Anoka County Workforce Development Board (WDB) includes members representing all of the core title providers. The WDB assumes a strategic role in providing oversight of services delivered in the Anoka County Workforce Service Area. As community leaders, stakeholders and local business leaders from across key industry sections representing small and large businesses are well positioned to provide up-to-date information on local labor market demands and trends. Board members first-hand knowledge, paired with regional and local economic and labor market data, and other information from organizations such as but not limited to the Greater Minneapolis Saint Paul Regional Economic Development Partnership (Greater MSP) and the Minnesota Workforce Council Association (MWCA), assures the Local Workforce Development Area provides an array of employment and training services that meet the needs of the displaced, disengaged, unemployed, and underemployed workers as well as employer services.

Core Title Providers co-located in the WorkForce Center include:

- Anoka County Job Training Center – Employment and Training provider for WIOA Adult and DW, State DW, WIOA and State Youth Services, Supplemental Nutrition Assistance Program (SNAP), Minnesota Family Investment Program (MFIP), Divisionary Work Program (DWP), Senior Community Services Employment Program (SCSEP) and other special workforce development programs, i.e. Career Pathways Projects
- Wagner-Peyser - State of Minnesota Department of Employment and Economic Development (DEED) – includes Job Service, Business Services, Unemployment Insurance (UI) and Re-employment Assistance (REA)
- Veteran Services
- Adult Basic Education
- Vocational Rehabilitation Services

The Anoka County WorkForce Center has received approval from Commissioner Katie Clark Sieben to maintain designation as "Local Workforce Development Area 12", formally referred to as "Workforce Service Area 12". Pursuant to section 107 of WIOA, Local Area 12 has also been designated to be included in "Regional Workforce Development Area 4" as a regional planning area. The Regional Board Governance Structure includes LWDB Chair and Local Elected Officials from each of the 6 Metro Boards. These members have full authority that embraces business leadership and includes other regional partners working together utilizing the principles of Collective Impact. Expanded membership of this board will include representation from MNSCU, Greater MSP, Adult Basic Education, Vocational Rehabilitation Services and an agency promoting employment of diverse populations.

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

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

N/A – there are no-multiple physical sites within Anoka County.

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

Anoka County has a long-standing reputation of extensive collaboration and cooperation among the core title providers and community based organizations both inside and outside of the county. The WDB includes membership from all core title providers all of which are included in preparing and reviewing data used to recommend and approve workforce development initiatives meeting workers, job seekers and business needs.

The Bylaws, Partnership Agreement and Memorandum of Understanding for the WDB have been updated and are used as the governance and guidance to ensure strong and timely communication and coordination of services reducing service provider duplication and allowing for the optimum leverage of resources in the LWDA.

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

The WorkForce Center (WFC) is open Monday - Friday from 8:00 a.m. to 4:30 p.m. and the Resource Room has extended hours Tuesday evenings until 6:00 p.m. The Resource Room has highly trained specialists all of whom have completed the Reception and Resource Area Certification Program (RRACP) which is focused on providing the highest level of customer service to serve all WFC customers. The Resource Room staff are knowledgeable of the services provided by WFC partners and community organizations and regularly provide customers information and referrals to meet their needs.

The WFC is located in the Blaine Human Service Center (BHSC) which is a state of the art one-stop service center recognized Nationally and State wide due to the co-location of previously mentioned WIOA core partners and several diverse community organizations. The co-location of these organizations provide seamless access to services and resources related to economic assistance, housing, food shelf, weatherization/energy assistance, senior services, women, infant and children (WIC), and legal aid to name a few.

The BHSC is owned and operated by Anoka County and hosts community events such as a Multi-Cultural Resource Fair and other community workshops. The Metro North Adult Basic Education (ABE) office is located in this building and is open Monday – Thursday 8:00 a.m. to 8:00 p.m. and Friday 8:00 a.m. – 4:30 p.m.

Partner facilities are utilized in several locations on a regular basis to meet customers' needs including college campuses, alternative high schools, community based organizations and off-site Adult Basic Education offices.

Limited workshops are provided offsite at the Anoka County Rum River Library and Stepping Stone Emergency Housing. These workshops include Career Exploration, Resume Writing, Job Search Basics, Interviewing and Job Retention. These services allow for a wider touch of workforce development services and provide vital services to the community which result in successful outreach that eliminate barriers to accessing services and connect customers to the WorkForce Center.

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

There are three types of "*Career Services*": basic career services, individualized career services, and follow-up services.

The LWDA works closely with local partners to provide basic career services in the WFC through assessments and referrals to appropriate services and programs. *Basic Career Services* include:

- UI applicants are often referred to Dislocated Worker Programs, Veteran Services, Adult Basic Education (ABE), Job Search Workshops and Resource Room services.
- Customers attending Career Exploration Workshops (offered 4 times each month) include LMI and demand driven industries information and are informed about and can apply for Youth, Adult, Dislocated Worker or Career Pathways Programs.
- A common application has been implemented for Youth, Adult, Dislocated Worker or Career Pathways Programs to identify the best program or multiple programs for a customer.
- Menu of Programs and Services are available in the WFC Resource Room.
- Resource Room staff assist job seekers complete online UI applications and register on the Customer Registration System (CRS) and www.minnesotaworks.net. Assistive technology is also available for use in the resource room.
- Veterans receive priority services and once identified, they are able to meet with an employment counselor or our local DVOP/LVER during their visit for more in-depth assistance.

When WFC staff have determined a customer is appropriate for *Individualized Career Services* and meet basic eligibility requirements additional comprehensive assessments are completed and individual employment plans are created with job goals, career planning, and short term training with steps to overcome barriers to employment.

- Co-enrollments are common and encouraged from Rehabilitation Services, Veteran Services, ABE, MFIP, SNAP, Adult, Dislocated Worker, Youth and Career Pathway Projects.

Lastly, *Follow-up Services* will be offered for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

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

Anoka County is continuing to enhance online information and services by adding remote access options such as – program descriptions, special event announcements and alerts. ACJTC has the universal application for multiple programs available online and continue to update the website to increase access. We are moving to online timesheets for Work Experience, increasing use of social media. There is a value add to enhance online services that virtualizes the WorkForce Center experience.

The LWDA is supportive of the State set-aside funds to enhance technology and is working closing with the WIOA Technology Applications Workgroup coordinated by DEED. This workgroup is focusing on technology issues within the workforce center system. The WFC is compliant with accessibility standards and works closely with the DEED WIOA Equal Opportunity Officer to ensure compliance is maintained. Resource Room staff monitor this on an ongoing basis. UbiDuo and Pocket Talker are devices available in all WorkForce Center locations for facilitating face-to-face communication with deaf and hard of hearing individuals. Jaws software is installed on a computer in the resource room to assist those with vision impairments

In addition, the Vocational Rehabilitation partners and DEED staff provide local assistance with accessibility compliance.

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

ACJTC is the employment and training provider of all the WIOA Adult and DW, State DW and WIOA Youth and State Youth programs as well as SNAP, MFIP/DW and SCSEP along with several Career Pathway Projects. The first option for assisting a customer with their support service need is to assess and refer to community resources if at possible. Co-enrollment is optimized whenever possible to leverage resources using various funding streams in a more comprehensive manner.

Financial aid applications are required of customers needing funding for college programs. Other grants and scholarships are sought to enhance the customer's financial package for post-secondary success.

Onsite at the WFC is a TRIO – Department of Education, Financial Specialist that provides individualized one-on-one financial aid counseling and hands-on application assistance. The Federal TRIO Programs (TRIO) are Federal outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds. TRIO includes eight programs targeted to serve and assist low-income individuals, first-generation college students, and individuals with disabilities to progress through the academic pipeline from middle school to post baccalaureate programs. TRIO also includes a training program for directors and staff of TRIO projects.

Local written support service policies are used following DEED and Department of Labor (DOL) policies specifying types of expenses that may be paid to enrolled customers to support the employment and training goals. Financial need is determined using a training budget worksheet.

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

Upon receipt and review of the final WIOA regulations the LWDA will work with DEED and core partners to coordinate an infrastructure funding plan that provides efficiency and follows the WIOA Law. The LWDA's are assisting DEED with developing guidance and policies that provide optimum infrastructure to meet the needs of job seekers and businesses.

Presently the LWDA is following the Cost Allocation Plan developed with DEED and core partners in 2014 and will begin working on a new one. At the present time a cost allocation plan is utilized that is coordinated with our partners from Job Service and Vocational Rehabilitation. This plan includes calculations for costs associated with space, communications, reception area and resource area usage, as well as a site manager. This plan is updated annually to reflect changes in staffing, lease increases and program participation.

The State Combined WIOA Plan recommended that Minnesota continue to use the Consortium Procurement Model which includes a non-financial contribution. Minnesota has been very successful with providing workforce development services using this model while meeting and exceeding Workforce Investment Act (WIA) performance measures as recognized by the 2013 WIA Incentive funds the State received which was one of three other States to receive these funds.

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

Anoka County does not contract out for provider services.

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

The local board understands that WIOA expands upon the concept of infrastructure funding and programs required to participate. Absent final federal regulations, we also understand that the state will continue to enforce the existing Cost Allocation Policy which is under review for potential updates. Our local area board will continue to have the responsibility to ensure that this policy is adhered to by workforce system partners they contract with or have other agreements with, via MOUs or other documents.

The LWDB understands that the WIOA law calls for our local workforce development area, with the agreement of the chief elected officials, to develop new Memorandums of Understanding with our local partners concerning the operation of the one-stop delivery system in the local workforce development area.

Pursuant to WIOA each new memorandum of understanding shall contain provisions describing the following items:

- 1) services to be provided through the one-stop delivery system, including the manner in which the services will be coordinated and delivered through such system;

- 2) how the costs of such services and the operating costs of such system will be funded, including—funding through cash and in-kind contributions (fairly evaluated), which contributions may include funding from philanthropic organizations or other private entities, or through other alternative financing options, to provide a stable and equitable funding stream for ongoing one-stop delivery system operations;
- 3) methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities;
- 4) methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system;
- 5) duration of the memorandum of understanding and the procedures for amending the memorandum during the duration of the memorandum, and assurances that such memorandum shall be reviewed not less than once every three year period to ensure appropriate funding and delivery of services.

As final regulations are announced and State policies are provided, the LWDB will review, consult with our County Attorney and local partners and develop MOU and structure local policies to ensure compliance with infrastructure funding and service agreements.

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

The Local Workforce Development Board operates under the following vision: *Anoka County will have a high skilled workforce which will contribute to the success of businesses in our community* which aligns well with the State's vision of "A healthy economy where all Minnesotans have – or are on a path to – meaningful employment and a family sustaining wage, and where all employers are able to fill jobs in demand".

The local vision requires the workforce development system partners to leverage available resources and to assure that Anoka County citizens have the necessary skills to match what employers are saying they need to have a competitive local, regional and national workforce of today and tomorrow.

The LWDB remains focused on improving racial disparities in the County as well as building our career pathway projects and focus on sector partnerships leading to sustainable family wages and economic prosperity.

The Career Pathways Toolkit: A Guide for System Development which was adopted by the Governor's Workforce Development Board in March 2016 outlines six key elements of a successful career pathway system. In fact, the Chair of our LWDB is a member of the Governor's Workforce Development Board and she has played a vital role in developing Anoka County's successful Career Pathways programming. She will provide a valuable linkage to the statewide efforts which assure that the local area efforts are focused on strategies that close skill gaps, which result in positive employment outcomes for our residents.

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

The LWDB remains focused on supporting a system that focuses on career pathway and sector initiatives as a means of closing the educational achievement gaps. The goals the local area have identified include:

1. Develop and upgrade the skills of new, incumbent and underrepresented individuals in the workforce including youth.
2. Increase connectivity to the K12 system to engage youth in career exploration, work readiness, exposure to career pathways and work experience.
3. Develop strategies which promote the success of the changing and diverse workforce.
4. Educate and influence decision-makers to improve the workforce development system.
5. Become an active partner in economic development efforts.
6. Promote and sustain dynamic employer relationships.

When business leaders, employers and workforce development leaders join forces, they have the ability to be instrumental in solving the workforce development issues in our community. These leaders are able to leverage combined capacity and knowledge and be deliberate in implementing solutions to help individuals become employed. As partners, they work effectively in building sustainable relationships and alliances and setting the course for a vision and strategic direction that strengthens the workforce development system.

We will prepare our participants for the workforce through a variety of work-based learning experiences using strategies including: OJT's, paid internships, and employment mentoring.

The outcomes of these collective efforts will strengthen our current workforce, create improved access to work and lifetime learning, and expand opportunities for youth and adults, including those that are underrepresented in the labor market, and enable individuals to acquire the skills needed to be competitive in the workforce.

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

The WDB, in partnership with other Workforce Boards of the Twin Cities, will use the GreaterMSP Regional Dashboard indicators to assess progress toward regional economic growth and economic self-sufficiency. The metro Boards will target two specific indicators to impact over a multi-year period: the "of color-white employment gap"; and, talent availability – particularly the number of individuals who receive credentials that contribute to associates degree awards in the region.

Federal and state program-defined performance accountability measures guide our participant outcomes. Anoka County is committed to meet performance outcomes that DEED negotiates with DOL PY16 Measures. The indicators listed below align with a career pathways system approach, correlate with the LWDB goals and strengthen the current workforce.

Primary indicators outlined in WIOA are described in the section below:

1. Initial Employment Indicator (or Education or Training for Youth) - The percentage of program participants who are in unsubsidized employment/education during the second quarter after exit from the program.
2. Subsequent employment retention - The percentage of program participants who are in unsubsidized employment/education during the fourth quarter after exit from the program.
3. Initial Earnings - The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
4. Credential Attainment - The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause 4 (iii)), during participation in or within 1 year after exit from the program.
5. Skill Gain - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.
6. The indicators of effectiveness in serving employers – There is no specific metric for this yet.

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

When business leaders, employers and workforce development leaders join forces, they have the ability to be instrumental in solving the workforce development issues in our community. These leaders are able to leverage combined capacity and knowledge and be deliberate in implementing solutions to help individuals become employed. As partners, they work effectively in building sustainable relationships and alliances and setting the course for a vision and strategic direction that strengthens the workforce development system.

The outcomes of these collective efforts will strengthen our current workforce, create improved access to work and lifetime learning, and expand opportunities for youth and adults, including those that are underrepresented in the labor market, and enable individuals to acquire the skills needed to be competitive in the workforce.

Many of the core program partners are present in the WFC and this allows for efficiencies in program referrals and co-enrollments which enhance program outcomes for participants. The WFC is structured to share reception responsibilities and resources are combined to leverage funding to support a robust menu of workshop offerings and a state of the art resource lab with skilled staff.

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

Workforce Service Area staff participate on the Perkins Consortium Council as well as the Career and Technical Education Director is a member of the local Workforce Development Board. Secondary and postsecondary consortium members serve on the Workforce Development Board and Standing Youth Committee. The Perkins Consortium focuses on workforce development issues and plays an active role with the local system by setting aside funds dedicated on local workforce development efforts. The consortium utilizes a variety of employer, community and education partnerships. The consortium builds on existing secondary and postsecondary advisory committees and overlapping teacher/faculty membership on the committees. All district partners are invited to advisory committee meetings at Secondary Technical Education Program (STEP), especially as a resource for smaller/one-teacher programs. STEP is a high school in the Anoka-Hennepin School District, located on the campus of Anoka Technical College. Students can explore careers, take academic courses, and have the opportunity to earn both high school and college credit.

Consortium partners will seek out new advisory committee members, including business partners, to provide insight on program needs and developments; and will include CTE advisors/counselors on advisory committees to enhance committee members' perspectives of students' needs.

The CTE advisors/counselors will communicate current program information to colleagues and students. Local partners will maintain and enhance their relationships with local business and industry representatives - as well as local WorkForce Centers, Chambers, ABE, etc. - to provide the best possible advice and work based learning experiences for students.

Other examples of collaboration with WorkForce Centers include WorkForce Center services provided for specialized grants such as Pathways to Prosperity and FastTRAC projects. CTE supports work based learning experiences as they provide information on all aspects of industry and non-traditional careers. Curriculum writing and planning are an important part of the process to ensure that experiences are embedded into instruction.

Career and Technical Education Student Organizations are a priority as they provide excellent learning experiences and leadership development for students. The consortium supports secondary and post-secondary student organizations as important components of Programs of Study.

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

The LWDA is committed to providing wide and comprehensive access to employment opportunities for eligible individuals, particularly eligible individuals with barriers to employment. Based on the co-location of many of the Title partners we are able to provide seamless referrals and co-enroll to enhance participant services and outcomes while leveraging funds and resources. Vocational Rehabilitation and Wagner-Peyser staff are trained on all of the available services and programs available at the WFC and provide information to their program participants at REA sessions or RS intake sessions.

Supportive services funds enable participants to continue their employment search and training when finances present barriers. Employment counseling ensures that participants are guided toward jobs that meet their individual needs and toward training that can lead to a career pathway.

Anoka County has implemented an agency wide application which allows for easy review of program/s eligibility that may benefit a participant. We are also in the initial planning stages of an agency orientation session which would allow a single point of access for program information and eligibility determination followed up by a meeting with a Counselor to review program information and assist the participant determine the best plan of action.

ACJTC is the sole employment and training provider in Anoka County of WIOA Adult and DW, State DW, WIOA and State Youth and MFIP/DWP, SNAP and SCSEP as well as other specialized Career Pathway programming which allows staff to be well versed in program and referral options.

Current Pathways to Prosperity (P2P) grants provide a “bridge” during which basic skills instruction for college preparation are delivered by an instructor from adult basic education. The students continue to be supported by that instructor, who is present onsite at the college, while they attend class college level, credentialed training. Career Pathways are available in Anoka County in Precision Sheet Metal, Office and Administrative Technology and Health Care.

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

Co-enrollment between core programs, where allowable by state and federal policy, leverages funds and resources for participants. Supportive services funds enable participants to continue job search and participant in training when finances present barriers. Employment counseling ensures that participants are guided toward jobs that meet their individual needs and toward training that can lead to a self-sustaining career pathway. All of the core programs have outlined support service policies and are compliant with State policy.

Anoka County Community Action Program (ACCAP) has provided funds to be used with underemployed and unemployed participants enrolled in core programs such as providing Veterans with needed supports as program funds are extremely limited to assist with their financial barriers when looking for work, etc. unless they are co-enrolled in another program. These ACCAP funds give the ACJTC an opportunity to leverage supports and provide services when there have been funding gaps in other workforce development programming such as FastTRAC career pathway or SCSEP.

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

The Workforce Development Board assumes a strategic role in providing oversight of services delivered in the Anoka County Workforce Service Area. As community leaders, stakeholders and business leaders from across key industry sectors representing small and large businesses are well positioned to provide just in time information on local labor market demands and trends. Their first-hand knowledge,

paired with regional labor market data, assures the Workforce Service Area provides an array of employment and training services that meet the needs of the displaced, unemployed, and underemployed workers.

The Board uses several data sources from DEED and Greater MSP to analyze the local and regional economy. For the last several years, the Twin Cities Greater Metropolitan Workforce Board has placed an emphasis on understanding the economies of this metro region. In the past year, there have been collective efforts to engage in structured activities that bring together Workforce Board members and Workforce Service Area Directors to engage in regional reviews of key industry sectors.

Additionally, the DEED LMI Regional Analyst presents at the WDB meetings during the year to provide labor market information on the local economy. These presentations provide members with valuable data on key data sets, for the region and at the county level. Key data include employment growth, industry projections, occupational projections, job vacancy survey results, unemployment rates, educational attainment rates by county and region. Please reference attachments for LMI data sets.

As key business and community leaders, the Board is uniquely positioned to play a primary role in building a skilled workforce for our local area. They have developed strategic partnerships and increasingly more employers are getting involved in the development of responsive services. There is a mutual goal to produce skilled workers, with an emphasis on removing barriers and guiding individuals into career pathways, where learners can acquire in-demand skills and recognized credentials. There is a long standing approach to building coalitions among diverse partners and proven outcomes that show employer driven models are the most successful. Please reference attachment describing Anoka County Career Connections within the LWDA.

The LWDA has extensive experience in convening and administering successful career pathway projects, including industry sector MJSP funded low-income worker projects and MN FastTRAC funded projects. As a result, we have well defined roles and sustained partnerships that are able to collectively focus resources on improving the skill levels of the local workforce. We are currently operating a Health Care Pathway with the Job Training Center serving as the fiscal agent and providing staff for the navigator role, Metro North Adult Basic Education providing the Bridge class and instructional time in the Integrated Courses, and both Anoka Technical College and Anoka Ramsey Community College providing for credit technical training. This career pathway braids MJSP, P2P, TANF, and United Way funding.

The training is targeted to low skilled, low income adults with 100 hours of Bridge training, designed to strengthen reading, writing, math, and computer skills. This is followed by 160 hours of college training, including CNA Home Health Aide, Holistic Health and Healing, and Culture Change. The partners meet on a regular basis to ensure that project objectives are achieved and to monitor participant success.

Previously the LWDA was awarded an Adult Workforce Development Grant through the Department of Employment and Economic Development. These resources allowed the partners to launch the Anoka County Career Connections. Individuals interested in participating in our Career Pathways programs can attend a Career Exploration workshop as a gateway to the career pathway system at the WFC. The next step includes attending a comprehensive assessment workshop that serves as the starting point in the career pathway model.

The LWDA is currently responding to the demands by local employers to train workers in precision sheet metal manufacturing. In partnership with local manufacturing firms, Anoka Technical College, Metro North Adult Basic Education, and the Job Training Center, a customized training program was developed. This compressed training builds in preparatory shop math, technical training, and job placement.

The model for success is widely supported among the partnership, which enables the service area to be innovative. However, the challenge remains that adequate financial resources are the real limitation for launching new projects. The LWDA has a Career Pathway Committee that includes Workforce Development Board Representatives from MNSCU, ABE along with other Local Workforce Development Area staff. Their role is to continually assess career pathway training opportunities and make recommendations for grant proposals to the full Board. The committee guides responses to develop the proposal to grant funding opportunities such as MJSP, P2P and other available grants.

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

The LWDA has an Incumbent Worker Committee with the purpose of providing financial assistance to train current employees and improve the economic competitiveness of regional businesses. The program is intended to update the skills of its incumbent workers. This committee consists of members from the WDB and staff from the LWDA and MNSCU with the assistance of the Business Service Representative (BSR) dedicated to the LWDA. This team has business contacts in the key in-demand industry sectors and occupations approved by the WDB and regularly completes business visits to assess businesses hiring needs and specific work requirements needing enhancement in order for the business to compete in the local, regional and national economy.

The implementation of initiatives such as incumbent worker training, On-the-job training (OJT) programs, industry and sector events/strategies, and career pathway trainings allows for full engagement of local employers and developing sector partnerships. Utilization of effective business strategies into multiple avenues exist to address services requested by businesses. BSRs will assist with organizing On-Site-Hiring events and other recruiting activities as well as training employers on LMI tools, educating/awareness of targeted groups (Dislocated Worker, MFIP, Vocational Rehabilitation and Veterans programs), diversity outreach, and establishing social media account services.

This DEED Business Services Plan will guide the efforts of Business Services Representatives in the seven-county metro area. The plan focuses on sectors that region has prioritized and targeted that are growing, providing good paying jobs and career pathways, and are key to Minnesota's continued economic growth and community prosperity. The plan includes deploying industry experts in areas such as Healthcare and Manufacturing who have extensive knowledge and who will participate on cross-functional industry sector teams to help provide solutions to more complex recruiting and/or retention issues that may arise for individual businesses. While these regional sectors are also targeted by most local Workforce Development Boards

(WDBs) additional industries targeted by the six metro-area WDBs will also be served to help create career opportunities for all WorkForce Center customers.

Local businesses continue to look for workers that match their specific industry needs, and express concern that they are not finding skilled workers to meet their job requirements. They also want to prepare their incumbent workers for their evolving workplace needs and are interested in training options and supports for their workers to access skills training. The LWDA team works closely with program staff and the local BSR to respond to these business needs and develop/enhance programs to meet these workforce needs as well as build skill sets for job seekers and workers.

The LWDA also coordinated two industry sector New Hiring events to take place in May 2016. One is focused on the Health Care industry and the other is Manufacturing. Each event includes an employer panel with a hiring event to follow with 25-30 employers representing each industry sector. The WDB has a strong interest in continuing these types of specialized events and is also looking at hosting other hiring events coordinated with local city economic development.

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

The WDB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce development needs within the community. By the very nature of their membership, there are key leaders in the community representing business and industry, organized labor, community-based organizations, adult basic education, K-12 education, post-secondary education, rehab services, DEED, TANF, and local elected officials. This structure allows the local area to align local activities with that of the Governor's Workforce Development Board and State leadership. They review and approve funding opportunities to advance the system, approve local and regional plans, and support regional efforts for federal grant opportunities. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the citizens of Anoka County.

WDB's overall vision statement: "Anoka County will have a highly skilled workforce which will contribute to the success of business in our community" reflects their commitment to this effort. As part of their strategic positioning, they have aligned their work to support the GWDB Career Pathways recommendations and have representation on the GWDB's Career Pathways Partnership Committee. The Chair serves on the Metropolitan Workforce Development Board which serves as the venue for regional conversation and influences local level planning and strategizing. The LWDA also has representatives on the Minnesota Workforce Council Association (MWCA) operations committee and the Metro Workforce Council Operations.

The Board supports ongoing connections to business leaders within the community. There are several ways in which this is achieved; through local Chamber of Commerce, city economic development representatives, employer visits, business retention and expansion projects, Anoka County Economic Gardening Project, new hiring events or special employer of the day activities, job fairs, employer driven projects, and connections to existing employer advisory groups.

Partnership of companies from the same industry and in their natural labor market region, with education, workforce development, economic development and

community organizations that focus on a set of key priority workforce and other issues identified in the target industry.

The Anoka County Workforce Board is committed to an overall strategy that supports a career pathway system that aligns with the needs of businesses in our community. Connecting with business leaders is an essential element in building a skilled workforce. Therefore, multiple strategies are in place to elevate this work and to engage education, workforce development and local business leaders. Industry focused sector initiatives fosters opportunities for adults to secure Health Services / Personal Health Care Services/Personal is a sector of high growth in the county. With the large number of retirement facilities being built there will be strong growth in the entry level careers that are stable workforce entry points for clients of the WorkForce Center. Local demographic information shows a low level of college degree attainment required for higher-level positions in the industry.

Additionally, the local area is experiencing job growth again in construction, specialty trades and professional and business services. Connecting with businesses in these industries and understanding their workforce needs will be essential in assuring that job seekers have the skill sets to match employer needs.

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

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

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

The LWDA utilizes Dislocated Worker funding to provide on-the-job training (OJT) opportunities. Dislocated Worker Counselors provide information to their participants and provide the job seeker with tips on how to promote this as a possible hiring incentive during their job search, information is also provided during Dislocated Worker orientations, and the DEED Business Services Representative also markets the opportunity to local employers. The LWDA conducts a special overview about OJTs to interested dislocated workers and at these sessions they receive more detailed information about the OJT experience.

The local area supports apprenticeship opportunities as a viable option for customers to gain employment under a structured learning experience. Counselors utilize information about current internship opportunities through the Minnesota Department of Labor and Industry's apprenticeship program webpage along with the US DOL website on Registered Apprenticeships. Registered apprenticeships provide hands-on

training and supports building competencies and proficiency. Illustrative examples of some Registered Apprenticeships within the LWDA includes power line worker at Anoka Electrical Department for the city of Anoka, power line worker at Connexus Energy, construction laborer and plaster tender with Construction Craft Laborers JAC in Hugo, Automotive body technician, automotive painter, automotive technician at Coon Rapids Chrysler, refrigeration equipment mechanic, sheet metal worker at Discount Appliance, class A machine operator with E.J. Ajax and Sons.

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

The LWDA continues to partner with the Small Business Development Center (SBDC) who works with individuals to develop a business plan and complete assessments to determine if individuals are ready to start a business. Counselors regularly make referrals to St. Thomas University (SBDC) and their programs for entrepreneurs. Customers can also do the Minnesota Career Information System (MCIS) self-assessment that is commonly used and SCORE is also a valuable resource. SCORE provides free and confidential business counseling tailored to meet the needs of small businesses. They offer workshops both online and in person.

Utilization of the Open to Business program provides essential help for existing and prospective business owners. This partnership between Anoka County and the Metropolitan Consortium of Community Developers (MCCD) business owners or those looking to start a new business can access this program. Free technical assistance is provided to prospective and existing entrepreneurs with free one-on-one counseling with a business advisor. The program provides assistance in the following areas: financial management, loan packaging, business plan assistance, real estate analysis, marketing assistance, strategic planning, business regulations and professional referrals.

For state dislocated workers, DEED and the LWDA supports dislocated workers in entrepreneurship through CLIMB (Converting Layoffs into Minnesota Businesses) activities. Individuals are referred to Open to Business, SBDC, Score and other resources to develop a business plan and referred resources to start their own business. Entrepreneurial skills training is provided by the Youth Program as it is one of the 14 program elements through speakers and activities at Empowers U (University) events.

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

Continuous improvement is a critical element of success for the workforce development system. The LWDB places a strong value placed on assuring there is a skilled workforce to meet the ever changing workforce development needs in our community. The County sponsors several training opportunities throughout the year and there is an expectation that staff participate in professional development activities and education. The County has a comprehensive e-learning strategy with on-line training delivered through CourseMill. Staff employed by the County can access this training; required on-line courses include annual data privacy, sexual harassment training, diversity, customer service and others are added throughout the year.

The following represents upcoming training opportunities and others may be added as

needs are identified or as training is developed by DEED or other state agencies.

- Motivational Interviewing Coaching Circles
- 2016 Joint Counselor Training
- Diversity and Cultural Training
- How to Wow Your Customers
- Protecting Information Privacy
- Multigenerational Training
- The Mojo of Motivation
- LMI Information and Tools by DEED Regional Analyst
- Reception and Resource Area Training Certifications
- Veteran Services
- Assessment Tools
- Minnesota Counselor Development Association
- Minnesota Social Services Association Conference
- Stress Management Techniques
- WIOA Program Performance Measures
- Financial Literacy
- Workforce One
- Occupations in Demand and related training opportunities

Partner agencies such as VRS continues to work with their community partners in strengthening relationships with businesses through the North Metro Placement Partnership Group. VRS staff, along with our local partners, meet with employers to find out their business needs. Joint trainings with RS and DEED providers include: Placement 101, working with ex-offenders, the Americans with Disabilities Act, Social Security work incentives, Self-Employment, ethics, and assistive technology.

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

The LWDB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce development needs within the community. By the very nature of their membership, there are key leaders in the community representing business and industry, organized labor, community-based organizations, adult basic education, K-12 education, post-secondary education and Perkins, Rehabilitation Services, DEED, and local elected officials. The LWDB acts as the facilitator bringing together local stakeholders to hold workforce development conversations and develop local responses to community employers, workers and job seekers. This structure allows the local area to align local activities with that of the Governor's Workforce Development Board and State leadership. They review and approve funding opportunities to advance the system, approve local plans, and support regional efforts for federal grant opportunities. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the citizens of Anoka County.

The LWDB supports ongoing connections to business leaders within the community. There are several ways in which this is achieved; through the local Business Service Representative and MNSCU partners focused on employer connections, local Chamber of Commerce, city economic development representatives, employer visits, business retention and expansion projects, Anoka County Economic Gardening Project, employer hiring events, job fairs, employer driven projects such as Incumbent Worker Training, and connections to existing employer advisory groups.

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

The LWDA understands the importance of universal access to services provided through the one-stop delivery system and has been looking at ongoing opportunities to enhance these services through the use of technology. The LWDA will continue to work with local partners, staff and State partners to look at viable and affordable options. With that said there are limited financial resources which may limit the ability to quickly address technical assistance needed.

We have implemented an online agency customer application which continues to be enhanced and expanded with customer feedback and program use. Other conversations of opportunity have included online registration for employer events, online counselor interaction and agency service descriptions. The department website continues to be expanded and an employer services section is currently in discussion and development.

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

The WorkForce Centers are mandated to comply with section 188 of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

On a statewide level, an accessibility assessment is completed at each WorkForce Center, prior to certification and at intervals on an ongoing basis. The Anoka County WorkForce Center is in compliance with this review and maintains communication with the WIA/WIOA EO Officer, Susan Tulashie, to maintain compliance with this mandate. The WorkForce Center is equipped with accessible equipment and resource room staff monitors this equipment to ensure it is current and in working order. DEED has other assistive technology available if needed such as: UbiDuo and Pocket Talkers. Jaws software is installed in the resource room location to allow those with vision impairments to use the computers.

Capacity building for staff includes training on effective communication and service to people with a variety of disabilities through training offered by the DEED WIA/WIOA EO Officer and VRS partner staff. The LWDA also has a Disability Employment Initiative grant and staffs a Disability Resource Coordinator who provides ongoing staff training and is available for case consults.

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

The roles and resource contributions of the one-stop partners are outlined in our Partnership Agreement and Memorandum of Understanding which by July 1, 2017 will also include the services and infrastructure usually outlined in the Cost Allocation Plan. Onsite Core partners and roles of the one-stop includes:

1. Anoka County Job Training Center:
 - WIOA Administrative entity and staff to the LWDB
 - Title I Employment and Training Provider – Adult, Dislocated Worker and Youth Services
 - Minnesota Youth Program E & T Provider
 - Diversionary Work Program (DWP), Minnesota Family Investment Program (MFIP) - TANF and Supplemental Nutrition Assistance Program (SNAP) E & T Provider
 - Senior Community Services Employment Program (SCSEP) E & T Provider
 - Career Pathway Programs and other special grants

2. Minnesota Department of Employment and Economic Development (DEED) – Wagner-Peyser
 - Job Service/Business Services
 - Veteran Services
 - Unemployment Insurance
 - Re-employment Assistance
 - Assist with Resource Center Services and Workshops (Creative Job Search)
 - Labor Exchange
 - Senior Leadership serve on the LWDB and other LWDA committees

3. Vocational Rehabilitation Services
 - Vocational assessments
 - Community based evaluations
 - Job placement and coaching assistance
 - Vocational case management with tuition assistance and support services
 - Pre-Employment Transition Services (PETS) Pilot partner
 - Senior Leadership serve on the LWDB and other LWDA committees

4. Anoka Ramsey Community College and Anoka Technical College
 - Provide leadership in technical skill training and instruction
 - Senior Leadership serve on the LWDB and other LWDA committees

5. Metro North Adult and Basic Education Consortium
 - Facilitates assessment and delivery of adult basic education, GED and adult diploma along with instruction for the career pathway bridge classes and provides integrated instruction in the career pathway technical training component
 - Senior Leadership serve on the LWDB and other LWDA committees

6. Educational Opportunity Center – TRIO
 - Provide education and assistance with financial aid planning

7. Anoka County Economic Assistance
 - Provides cash assistance for TANF, SNAP, Medical Assistance and other waived services

8. Anoka County Community Assistance Provider
 - Provides Child Care Assistance for County Programs and other community needs such as energy assistance, senior services and Head Start

Other Core one-stop partners and roles include:

1. Anoka County Library System
 - Collaborative programming with WFC staff and other community partners focused on basic job search assistance
2. State Services for the Blind
 - Provide the tools, training and technology to help people who are blind, visually impaired, deaf-blind or experiencing vision loss to live independently and to prepare for, find and keep a job.
3. Rise
 - Provide supports for people with disabilities and other barriers to employment and housing
4. Minneapolis American Indian Center
 - Provides employment and training services to the American Indian population

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

The adult and dislocated worker customers of the LWDA often times have similar needs to unemployment insurance claimants attending group orientations or individual meetings with Re-employment assistance staff. Orientation attendees are informed about all WorkForce Center services, including the Dislocated Worker Program. When the Job Training Center is recruiting for the Dislocated Worker program, collaborative outreach is essential in assuring workers have knowledge of the program and know how to access the services. Dislocated Worker counselors also reinforce the message regarding the use of Minnesotaworks.net by including a requirement in the Dislocated Worker Employment Plans for clients.

The economy has been improving but there still remains a steady demand for adult and dislocated worker services. Anoka County Job Training Center offers two information sessions a month for laid-off workers to learn about the services and to make application for the Dislocated Worker program. There is also an online agency application and YouTube video for the Dislocated Worker program.

Dislocated Worker customers coming into the program have additional barriers including; health or physical limitations, age, poor work history and long-term unemployed. Vocational counselors making referrals to community resources and partners like Adult Basic Education to meet their customer's needs. Support services; mileage supports, interview clothing, and car repairs also continue to be high need areas. Other services include but are not limited to one-on-one career counseling, resume triage, workshop referrals such as Creative Job Search and Career Exploration, literacy assessments and career pathway opportunities.

There continues to be a high number of customers accepting part time or lower wage employment to make ends meet. In order to enhance their employability and meet the needs of employers, intensive vocational counseling and comprehensive assessment of skills, interests, and aptitude are provided along with information on the current labor market trends and the importance of obtaining industry recognized credentials that are high-demand. Customers are taking advantage of short term training and On-the-Job Training opportunities to return to work as quickly as possible. Fewer

dislocated workers are expressing the desire to take two-year training programs for a new occupation, because of concerns with their financial situation and the limited time they have on unemployment benefits. Many workers are not able to balance family demands and the rigors of long-term training.

Trade Assistance Act customers are served and enrolled into the Dislocated Worker (DW) program. The TAA Counselor works with the client on selecting an approvable training program, according to TAA guidelines. The plan is then submitted to the State Trade Act staff for review and final approval. Trade Act guidelines are somewhat varied from DW guidelines, so counselors and Trade Act staff may communicate back and forth to ask questions, clarify deadlines, etc. If TAA is also included, then DW counselors also communicate with them, as far as length of the program, eligibility for TRA, how long, any restrictions, or specific questions customers may have regarding the approval process.

Dislocated Worker staff utilize a variety of DEED labor market information and tools such as the Career Profile tool for information on eligible training providers to assist the job seeker in making informed career decisions. Staff work closely with MNSCU partners and Professional & Workforce Training Centers to stay informed on available training opportunities and also make referrals to the LWDA career pathway programs in Precision Sheet Metal, Health Care and Office and Administrative Technology.

The LWDA utilizes Dislocated Worker funding to provide work-based learning opportunities such as on-the-job training opportunities. Dislocated Worker Counselors provide information to their participants and provide the job seeker with tips on how to promote this as a possible hiring incentive during their job search, information is also provided during Dislocated Worker orientations, and the DEED Business Services Representative also markets the opportunity to local employers.

The local area supports apprenticeship opportunities as a viable option for customers to gain employment under a structured learning experience. Counselors utilize information about current internship opportunities through the Minnesota Department of Labor and Industry's apprenticeship program webpage along with the US DOL website on Registered Apprenticeships. Registered apprenticeships provide hands-on training and supports building competencies and proficiency.

The LWDA has an Incumbent Worker Committee dedicated to focus on providing direct financial assistance to train current employees and improve the economic competitiveness of regional businesses. The program is intended to upgrade the skills of its incumbent workers. The business will not only improve the skills of their workforce but also improve their business processes and competitiveness.

Procedures for Veterans have also been developed specifically for quick and seamless referrals to the Dislocated Worker Program. Veterans have priority of service for Adult and Dislocated Worker Programs.

The WDB has designated funds to serve customers in Career Services via a robust menu of job search and career exploration workshops, one to one assistance in the Resource Room and increased connections to businesses through events such as Onsite Hiring Events.

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

The LWDA has a long-standing track record of providing quality employment and training services with a menu activities for youth and young adults. In 2015, the youth program was renamed *Anoka County Empowers* and the program connects young adults to employment and training opportunities so they are able to develop the necessary skills and gain credentials that lead to individual prosperity as well as meeting the workforce pipeline.

Anoka County Empowers provides services to in-school and out-of-school youth and receives state and federal funds to provide employment and training opportunities to out-of-school residents of Anoka County ages 16 to 24 and in-school residents ages 14 to 21. Anoka County Empowers program emphasize services to out-of-school and disconnected young adults, high school dropout recovery and attainment of recognized postsecondary credentials. It prepares vulnerable young job seekers for successful employment. Working with a variety of county and community based organizations this program provides comprehensive services such as work-based learning opportunities, Empower Careers – career pathways for youth and young adults and vocational case management and career exploration services.

The outcomes of these collective efforts will strengthen our current workforce, create improved access to work and lifetime learning, and expand opportunities for youth and young adults, including those that are underrepresented in the labor market, and enable individuals to acquire the skills needed to be competitive in the workforce.

The LWDA is experiencing positive employment growth, but there are still some job seekers struggling with employment, and this specifically includes youth 16 to 19 years at 14.2%, youth 20 to 24 years at 8.1%, Black/African Americans at 13.3% (state data from American Community S 2014 1-year estimates).

In-School Youth (“ISY”)

Services to In-School Youth are available however concurrent with our Local Unified Youth Plan, Priority services are for Out-of-School Youth so there is minimal recruitment of ISY. If funding is available, the local area intends to identify high school seniors who are most at-risk for dropping out.

Out-of-School Youth (“OSY”)

Empowers outreach and recruitment of Out of School Youth primarily focuses on eligible youth ages 18 – 24 interested in pursuing occupational skill training and/or other postsecondary credentials. An inter-agency collaborative has been established between the WorkForce Center (WFC), Anoka Technical College (ATC) and Metro North Adult Basic Education, Anoka Hennepin Technical High School (AHTHS), Professional & Workforce Training and Secondary Technical Education Program (STEP) to identify and connect with youth who can benefit from case management, educational, financial and transitional supports of the WIOA Youth Program. Partnering staff from each of these agencies meet monthly to ensure strong communications and linkages are maintained to better serve the young people in our area. Empowers Counselor keeps regular hours at ATC to directly interface with and recruit potential youth candidates, and utilizes general marketing resources of the college. Anoka County’s onsite presence includes regular communication with the Financial Aid Office to identify potential low income students, Student Success

Coaches and Educational Opportunity Center/TRIO Student Support Services/Academic Advisor to ensure that potential new and returning students are being referred to program services.

Youth are also recruited from Anoka County's Disability Employment Initiative (DEI) and Career Connections Pathway Program – which is a referral source for Vocational Rehabilitation Services, the Minnesota Family Investment Program (MFIP), Supplemental Nutrition Assistance Program (SNAP) and general customers of the WFC - who are in pursuit of short-term occupational skills training.

Empowers staff maintain regular communication with representatives from the Anoka County Social Services Department's Foster Care Unit, Juvenile Corrections, Hope4Youth and Stepping Stone Shelter (both focused on assisting homeless or run-away youth), local secondary schools and the YMCA in an ongoing effort to recruit young people for the program. Staff also work closely with on-site TRIO Student Support Services/Academic Advisor to identify young people that may be interested in post-secondary training and are in need of the additional supports the Empowers Program offers.

Enhanced recruitment efforts of Out-of-School Youth includes closer ties with local Area Learning Centers: Anoka Hennepin Technical High School (AHTHS) and Anoka Hennepin Regional High School. AHTHS is now co-located in the ATC building providing natural linkages to assist young people to transition from high school directly to Post-Secondary Training. Empowers staff attend bi-monthly orientations at AHTHS to meet with youth that are interested in returning to school. Empowers staff work closely with AHTHS staff to ensure that young people that are about to graduate are given our application as part of their senior student portfolios graduation requirement.

Marketing materials and strategies have been tailored to reach the young people that are Out-of-School. Marketing has been expanded to use emerging forms of social media including Twitter, Facebook and Craigslist. Outreach efforts have increased in the community including marketing in areas that young people gather such as coffee shops, gyms and shopping areas.

Service strategies are developed that align with the needs of local employers that provide opportunities for job seekers to explore career pathways in targeted key industries and in-demand occupations. Participants complete a variety of assessments that gauge basic literacy skills along with many more assessment tools with the purpose of guiding the participant in their career pathway. Referrals are quickly made to on-site Adult Basic Education partners to provide basic literacy training.

Empowers staff expose young people to labor market information and occupations in-demand which assist them to make informed decisions regarding their future in the workforce. Staff utilize several Data Tools that are found on DEED's website. Young adults have the opportunity to complete assessments in group workshops and one-on-one instruction. Assessments include interest inventories such as the Career Assessment Inventory (CAI) and Self-Directed Search (SDS), aptitude and work values self-assessments and labor market research. Staff guide youth in the decision making process to establish employment and career goals as part of their Individual Service Strategy. Program funds are used to financially subsidize training paying for tuition, books, and other related training costs.

Other youth workforce investment services include:

Dropouts and potential dropouts: Empowers staff work closely with Metro North Adult Basic Education in working with youth who have aged out of the secondary school system, and local ALCs to identify those youth who are high school dropouts and/or at risk of dropping out and who can benefit from additional supports to obtain either a diploma or GED. Empowers staff have ongoing communication with the local YMCA's Youth Outreach Program, Hope4Youth, our onsite MFIP and SNAP employment services, low income housing partners and with perspective at-risk youth visiting our Resource Center as general customers. Targeted mailings and e-mail blasts are sent from our partners with our marketing materials to identify dropouts that may be interested in returning to school.

Youth with language and/or cultural barriers to employment: Identified youth with language or cultural barriers may be enrolled in Metro North's ESL Program, or similar classes, or will be referred to Metro North ABE services. Empowers staff coordinate support services with these agencies to help prepare young people with language and/or cultural barriers for employment and/or further education and training. Staff work closely with the onsite MFIP & SNAP employment counseling services to more quickly identify young people with these barriers.

Youth in foster care and aging out of foster care: Providing employment and training services to youth in foster care and aging out of the foster care system is a priority for Empowers. Our staff have developed close working relationships with social workers in the Anoka County Foster Care Unit. Empowers staff are in regular communication with the Foster Unit which ensures ongoing referrals of youth most in need. The county Foster Care staff are represented on our Standing Youth Committee.

Homeless youth or runaways: Empowers works closely with the YMCA and has ongoing communication regarding program services and receives many referrals from the Y's Youth Outreach Program targeting homeless youth. The YMCA sponsors different housing programs for youth that Empowers staff stay well versed on and make every effort to help connect homeless youth. In addition, staff have a good working relationship with Hope4Youth, a local drop-in center for homeless youth, and Stepping Stone Shelter which is an adult homeless shelter providing emergency services for young adults age 18 and older. Anoka County recently implemented community wide Coordinated Point of Entry for all homeless individuals seeking housing assistance to better connect people with resources. The YMCA and Hope4Youth both have representatives on our Youth Standing Committee.

Youth offenders and at-risk of involvement with the juvenile justice system:

Empowers staff have an ongoing relationship with Anoka County Juvenile Corrections. They regularly refer youth on probation or transitioning from the Juvenile Center. The young person's Individual Service Strategy includes any compliance requirements per the terms of probation and/or Department of Corrections.

Youth with disabilities: Young people with disabilities are referred from various sources, most often from area school district Transition Programs. Empowers staff coordinates services with their IEP Team (which includes VRS Staff) and meets regularly with these professionals to ensure that the ISS supports their overall education plan.

Under our Pre-Employment Transition Services Pilot Project (PETS) Empowers staff will work directly with VRS staff to serve young people ages 14 – 21 who are attending

secondary school and are currently receiving VRS services. Youth will be placed in work experiences in an integrated environment in the community at both public and private sector employers. Our goal is that youth will gain confidence, develop job specific skills and positive work habits while preparing for future opportunities.

The DEI Disability Recourse Coordinator (DRC) attends the Community Transition Interagency Committee (CTIC) comprised of interested stakeholders serving youth in transition. Young adults who self-report as disabled and are participating in a WFC Career Pathway training will be offered the additional support of the DRC and/or will be referred to Vocational Rehabilitation Services. Young adults enrolled in training at ATC and working with the Disabilities Coordinator will be provided information regarding Empowers services.

Teen parents: Outreach is extended to MFIP teen parents as well as those who are non-recipients of public assistance benefits. MFIP and SNAP services are integrated onsite at our WFC and teen parents receiving public assistance are often co-enrolled in our Empowers Program to leverage services. The Anoka-Hennepin Teen Parent Program also works with Empowers counselors to bring classes to the WFC for tours and orientations to inform the teen parents about the Empowers program and WFC services.

Empowers staff actively recruit teen parents served through the TANF Innovations Grant. These young people can be co-enrolled with Empowers to provide additional services beyond TANF Innovations timelines.

Youth of color and other under-served, under-represented youth populations: The WFC was awarded a Racial Disparities Grant through the Minnesota Department of Health & Human Services in 2014. This grant addresses the inequity of employment outcomes of both African American and Native American MFIP recipients. As part of this initiative a partnership with the Minneapolis Urban League (MUL) was formed. An MUL staff person is located onsite at the WFC to directly connect with under-served and under-represented public assistance recipients, which includes young adults. The MUL staff person provides empowerment training with the enhancement of culturally based services to these identified populations as well as cultural sensitivity training for staff. The WFC also closely collaborates with YMCA to connect communities of color to Empowers services for eligible under-served and under-represented youth populations.

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

The Anoka County Workforce Development Board involves secondary and post-secondary education partners as active members on the board. The Board involves the partners in initiatives and activities by holding regular meetings, disseminating information and opportunities in a timely manner along with coordinating activities and planning/executing strategies with the input and full participation of business and industry partners along with the secondary and post-secondary entities. Due to the strong partnership and Board communication network within the local Workforce Development Board we avoid duplication of services and braid funding streams at an optimum level while strategically enhancing services in need.

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

The LWDB is strategic with diversifying the workforce development activities in the area in order to meet the needs of employers, workers and job seekers. ACJTC leadership is staff to the LWDB and serves as the fiscal agent for the LWDA and the WIOA administrative entity and is adept at braiding multiple funding streams, which includes leveraging funds to cover training costs, community referrals and supportive services.

Coordinating education and other workforce investment activities with public transportation and other appropriate supportive services such as child care are critical in order for participants to achieve success with their employment and training goals ultimately achieving individual and family prosperity. Lack of transportation and affordable child care have remained two barriers job seekers and workers face on an ongoing basis. ACJTC program participants in Youth, Adult, DW, SNAP, and DWP/MFIP have limited program funds to assist with support services in transportation and some more than others for child care.

Anoka County has several transportation initiatives focused on enhancing access to those in the community and has a Transportation Committee with the key purpose of providing comprehensive planning and coordination of services focused on the issues of transportation. The committee is comprised of ACJTC, Anoka County Transit and several community based organizations that assist with transportation.

ACJTC has been a recipient of Federal Transit Funds focused on providing dial-a-ride services to those eligible and working in the community. These services are provided through the Anoka County Transit Link program and provide child care stops for working families. This funding has also supported a full-time Transportation Coordinator that focuses on transportation plans and services for low-income individuals and families. This project has been extremely successful however the program funding is ending September 2016 and current sustainability efforts are being considered.

ACJTC works closely with Anoka County Community Assistance Program (ACCAP), one-stop partnering agency, and receives annual funds to focus on assisting with meeting unmet transportation needs for those underserved county populations such as SNAP, seniors and veterans which are typically populations underserved by program or community funds.

Cars for Neighbors is a grassroots community organization that resulted from early Transportation Committee planning. Cars for Neighbors provides car repair and car donation for program eligible participants. Cars for Neighbors is charged with restoring hope to individuals and families in Anoka County one car at a time.

However, with these above described services transportation still remains a key barrier for many.

Child care is another barrier faced by workers and job seekers. The main issues correlate to the lack of child care providers providing non-traditional hours such as evening and weekend care. Also the affordability and long waiting lists for base-sliding fee child care are extensive. Child care services are coordinated through ACCAP and access is available to Child Care Aware of MN Metro. Child Care Aware provides

parents with child care referrals and information on evaluating affordable and quality child care services.

The Executive Director of ACCAP is a member of the LWDB and plays an active role in assisting the LWDA and ACJTC in coordinating long-term solutions with transportation and child care.

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

Minnesota's WIOA State Plan describes the state's strategy for providing reemployment assistance to Wagner-Peyser's targeted population of UI claimants. The strategy (details currently under development with an implementation date of July 2016) will be as follows:

- A Wagner-Peyser staff person will attend every Reemployment Services and Eligibility Assessment (REA) session that the UI program offers across the state. The UI program typically offers REA sessions to approximately 40,000 applicants per year to those who are at risk of exhausting their benefits.
- The REA and Wagner-Peyser staff will conduct a quick assessment of every participant to determine who will most likely need additional services from the WorkForce Center.
- Wagner-Peyser staff will be providing a one-hour follow-up for all REA session attendees starting in June 2016. Additional follow-up with REA participants who are not enrolled in a program to ensure that they have a complete registration and resume in MinnesotaWorks, and that they are taking advantage of job placement services.
- The Wagner-Peyser staff person will conduct an orientation to WFC services either 1:1 or in a group setting (depending on the size of the group) that includes information on how to register for the state's labor exchange system, i.e. [MinnesotaWorks](#), and information about programs such as the Dislocated Worker program that they may be eligible for.
- The Wagner-Peyser staff person will assist the REA customer with creating an initial registration and enrolling in the [Creative Job Search](#) (CJS) workshop. Creative Job Search is typically the first job finding/job placement service that is offered to UI applicants. The workshop consists of training on how to find a job that includes career planning, preparing for the job hunt, skills identification, resumes and cover letters, applications and references, social media, interviewing skills, and more. CJS workshops are taught by Wagner-Peyser staff.

These activities will be coordinated with the programs within the LWDA as follows:

The Wagner-Peyser program also provides services to businesses with one Business Services Representative(s) (BSR) assigned to the LWDA. The goal of the BSR(s) is to contact businesses in the key industry sectors identified in state and local plans, help the business solve their workforce issues, and promote job openings to job seeking customers in the WorkForce Centers.

The activities of the BSRs will be coordinated with other providers in the LWDA as follows:

- Coordinates New Hiring Events
- Completes business visits and assessing hiring needs
- Employer outreach and scheduling for Job Fairs
- Provide recruiting events for local economic development offices

WAGNER-PEYSER ASSURANCES

The State assures the following:

1. The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time.
2. The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant Migrant Seasonal Farm Worker one-stop centers;
3. If a State Workforce Development Board, department or agency administers State laws for vocational rehabilitation of individuals with disabilities, that board, department, or agency cooperates with the agency that administers Wagner-Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and
4. State agency merit-based public employees provide Wagner-Peyser Act - funded labor exchange activities in accordance with Department of Labor regulations.

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

ACJTC has a long-standing history of active collaborative partnership with the Metro North Adult Basic Education Consortium and has an inter-agency referral system in place that supports quick and seamless connection of participants to needed activities such as adult basic education, GED and Adult Diploma programming. ABE staff is knowledgeable of WFC programming and refers students to employment and training services and programs. This consortium provides a full range of adult education and literacy topics, even including basic computer and technology skills at the one-stop along with offsite at the Anoka County library and some basic assessment services at community based organizations.

The LWDA and ABE have partnered on many projects over the years such as FastTRAC, Minnesota Jobs Skills Partnership Low-Income Worker Training, Incumbent Worker Training and most recently on the Pathways to Prosperity Career Pathway Programming and always looking for opportunity of aligning and complimenting workforce development activities avoiding duplication and enhancing efficiencies whenever possible.

In 2008 during the downturn in the economy the Anoka County WorkForce Center was at customer capacity and needed to expand services in the community and worked with ABE and the Anoka County Libraries to provide services in the community at the Rum River Library on a collaborative project called "Anoka County Collaboration for Jobs. This project was originally made possible through a competitive federal grant under the Library Services and Technology Act Grant. Grant funds were used to create a mobile lab at the library as a means of increasing access to technology and to build

computer literacy and train job seekers on the use of computer based job search and career exploration tools and dedicated open computer lab time. As a result some of these activities remain in place.

Recently we have partnered providing introductory workforce development and ABE services onsite at Stepping Stone Emergency Housing. The project is called "Step into Action" and connects residents to much needed workforce opportunities and connects them to the WorkForce Center to enhance full access of program services such as career pathway training.

These same LWDA players meet frequently to strategize to meet community workforce needs and have been earmarked as a leader in the region working "Better Together" as an example of a successful partnership with Adult Education Organizations, local libraries and Workforce Organizations. This team is presenting at the Minnesota Department of Education conference as an example of collaboration with collective community impact that improves digital literacy, increases adult education while achieving successful workforce outcomes.

Ahead in 2017 WIOA requires the MDE State plan to be shared and approved by the LWDB after State approval. Plan creation needs to include local and regional workforce strategies including components of a common referral, co-location, program collaboration and alignment of assessment processions and playing an active role in developing key occupational pathways. Based on the fact that ABE senior leadership has been a member of the LWDB has been providing regular updates on programming, initiatives and summarizing the Department of Education State Plan we are well prepared for this provision. ABE staff is involved in the Standing Youth Committee and plays an active role in the LWDA Partnership Agreement and Memorandum of Understanding and has been active in local and regional WIOA planning for many years.

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

The LWDB and VRS collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. Services in the LWDA are co-located to enhance collaboration and access to a wide variety of services to community which we serve. The Resource Room staff are well-versed in WFC programs and provides an overview of services available to assist job seekers. Job seekers are well informed of one-stop partner services and can connect with VRS ultimately having a choice of a service provider.

VRS staff works with the consumer and provides program information and services resulting in the consumer making an informed decision. Direct service staff participate are cross-trained to ensure they understand the services offered by the various one-stop partners, and basic referral and criteria for each program.

VRS staff are available for consultation without the need for the person to apply for services. Typical topics include how and when to disclose a disability, effective use of assistive technology, Social Security work incentives, and benefits planning. There is currently a joint effort to provide joint financial planning and work incentives planning for individuals receiving Social Security Disability Insurance. Disability Benefits 101, a software program developed using Medicaid Infrastructure grant funding, is available to all partners to assist staff inform job-seekers about the impact earned income will have on federal and state benefits, including public health insurance.

The VRS Area Manager is a member of the LWDB and plays an active role with local and regional strategies and provides feedback on initiative development such as incumbent worker training programs, customized training programs, career pathways initiatives, youth services, and other business services.

LWDB's and one-stop partners plan local job fairs and VRS staff participate in the planning of these fairs and other community events. The local partners also share job leads, training opportunities and partner on such initiatives as the Pre-employment Transition Services Pilot which VRS is purchasing community worksite placement services from ACJTC as ACJTC Empowers Staff is placing youth and young adults with disabilities in work-based learning opportunities.

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

The Anoka County Board of Commissioners has a Partnership Agreement with the LWDB and has designated the Anoka County Job Training Center to serve as the local grant recipient and serves as the fiscal agent for WIOA Title I funding under WIOA section 107(d)(12)(B)(i). The ACJTC provides projects, budgets, etc. for approval to the LWDB and also to the Anoka County Human Services Committee and Board of Commissioners when required.

25. Describe the competitive process to be used to award the sub-grants and contracts in the local workforce development area for activities carried out under this title.

The LWDA follows the following process for awarding grants and contracts in the local area:

1. When entering into contracts the County will follow the requirements of M.S. 471.345 that delineates when competitive bids are required. In general, those requirements provide:
 - A. The purchase of professional services does not require a competitive bid process. However, all divisions/departments shall contact Purchasing and review the scope and process prior to obtaining professional services.
 - B. All contracts for other than professional services and greater than \$50,000 require a minimum of three competitive quotes. For the purchase of goods or services, a two week published notice shall describe the goods or services to be purchased and state the time and place those proposals will be received. Only a description of the goods and services to be purchased is required to be published in the official county newspaper if the full notice is placed on the county's web site for the appropriate time periods described herein.

C. All contracts for other than professional services and greater than \$1,001 but less than \$50,000, require a minimum of two written competitive quotes, which shall be kept on file with Purchasing for a period of at least one year after receipt thereof.

D. Under no circumstances should a contract be split to avoid bid limits.

2. In accordance with M.S. 471.345, contracts shall be awarded to the lowest responsive responsible bidder/vendor meeting specifications or Best Value (16C.28) shall be duly executed in writing. Contracts submitted for signature must include documentation of quotations.
3. Prospective vendors will not be allowed to engage in providing contracted services unless a properly approved contract is completed.
4. Payments will not be processed to a prospective vendor unless a properly approved contract is completed or in absence of a fully executed contract, authorization can be made by County Board resolution.
5. Payments made on contracts will be made in accordance with the payment provisions outlined in the contract. Early payment can be made with advance concurrence of the County Board Chair and Finance and Central Services Division Manager.
6. Any renewal of a contract which will provide for action beyond the period of time specified in the original contract must be made in writing and executed by both parties, subject to the same approval requirements as stated above, and approved by the County Attorney's Office as to form and execution.
7. The County will maintain centralized contract filing systems (computer applications) to insure legal compliance, insurance requirements, monitor payments, and completion. The filing systems will be administered in Finance and Central Services Division. The Highway Department and the Human Services Division will maintain the filing system for their contracts.
8. The division, department, or unit will designate an employee as the Contract Monitor (for each individual contract), who will be responsible for ensuring all requirements are being complied with from the negotiation phase through contract completion. The contract monitor will ensure that an original or copy of all contracts and subsequent amendments are supplied to the Finance and Central Services Division on a timely basis.

The County Board, through resolution #2001-106 (Appendix I), has delegated the authority to enter into Human Services contracts not involving any County funds to the Human Services Division Manager, subject to the review of the contracts by the County Attorney's office as to form and legality.

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

Local levels of performance will be negotiated with DEED once DEED has negotiated state levels of performance with DOL. Minnesota's implementation of the new WIOA

performance measures was scheduled for July 1, 2016, but the March 3, 2016 deadline for DOL final negotiations with states has passed without completion. Two new standards have been established under WIOA: employer engagement and measureable skills gain. DOL is in process of writing the final WIOA regulations and they are due in late June 2016. Once final regulations provide clear guidance the LWDA and LWDB will outline a plan to monitor these additional standards.

The ACJTC uses a variety of WIOA data and Workforce One Reports to monitor potential performance issues monthly or bi-monthly throughout the year.

If the LWDA were to contract out program services, staff and the LWDB would monitor performance attainment to determine renewals of contracts. Annual reports are provided to the LWDB and in past years the ACJTC has successfully achieved performance measures. Should LWDA's not meet performance measures the State along with the LWDB will work to develop a performance improvement plan to ensure immediate corrective action.

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

The GWDB is in the process of developing the board orientation materials for state and local boards. Included in this work are the key elements (factors) for strategic, high-performing boards. The GWDB Operations Committee will be reviewing the draft of these factors in May 2016.

The LWDB participated in a coordinated strategic planning session in 2008 with the assistance of a workforce development consultant. The planning focused on developing strategic and innovative approach to focus on the future and to develop action plans that respond to the changing environment with the purpose of building tomorrow's workforce. The LWDB continues to be successful with this and when the final WIOA regulations are released the LWDB will participate in additional convening of strategic planning. Ongoing strategic planning has been an ongoing discussion during the annual local unified planning timeframe.

The LWDB is highly engaged and actively participates in monthly meetings and discussions. Many board members are involved in various Board committees and work groups that arise.

Once the GWDB updates the new board orientation materials (including key elements for strategic, high-performing boards) we will ensure distribution to new and existing board members.

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

Training Services play a large part of WIOA Adult, Dislocated Worker & Youth programming and an Individual Training Account (ITA) policy and procedure was developed for internal use and case management.

ITAs are one training option available to eligible and appropriate participants when it is determined by a vocational counselor that they will be unlikely or unable to obtain or

retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. An ITA is limited in cost and duration and must result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

ITA's are not entitlements and shall be provided to eligible participants on the basis of an individualized assessment of the person's job readiness, employment and training needs, financial, social and supportive needs, labor market demand and potential for successful completion, as documented on the participant's Individual Employment Plan (IEP) or Individual Service Strategy (ISS). Participants choose career training with Eligible Training Providers in consultation with vocational counselor.

ITA funding for training is limited to participants who:

- Complete an assessment and an IEP that identifies the selected training course;
- Are unable to obtain grant assistance from other sources to pay the costs of training or require assistance beyond available grant resources from other sources, such as Pell Grants in order to complete their training goals;
- Select training programs that are directly linked to an in-demand industry sector or occupation or sectors that have a high potential of sustained demand or growth in the local area or in the planning region or in another area in which the participant is willing to travel or relocate [WIOA Section 134(c)(3)(G)(iii)]; and
- Maintain satisfactory progress/grades throughout the training program.

ITA Authorization

- ITA's must be approved by a WIOA vocational counselor prior to issuance.
- ITA's are authorized only for training programs listed on the Eligible Training Provider (ETP) list, as required in WIOA Section 134(c)(F)(iii). ITA funds are paid directly to the training provider using ACJTC's fiscal system.
- ITA's may be used for pre-apprenticeship programs however, only pre-apprenticeship programs listed on the ETP list may be approved. (Proposed 20 CFR 680.330(a))
- ITA's may be authorized for training programs in other states or online training if the training program is listed on the ETP list or there exists reciprocity agreements with other states.
- ITA's are not authorized for individualized career services such as non-credential training. Non-credential training services may include the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, or other non-occupation specific topics that are intended to prepare individuals for unsubsidized employment or long-term training.

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

A draft of the local plan is posted on the Anoka County WorkForce Center website, and a public notice that a draft plan is available is included in the Anoka County Union, indicating the dates of the public comment period, and the process to submit comments. All LWDB members are notified that the plan is available for final review and comment, which ensures that businesses, labor organizations, and other key stakeholders have the opportunity for review and comment. All comments received by the designated deadline will be reviewed, considered and if revisions to the plan are required, a modified plan will be forwarded to DEED. Local one-stop partners and key stakeholders assisted in the development of the local plan.

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

The LWDA recognizes the need to transition to an integrated, technology enhanced system and has started this process by implementing an online agency application which is used for preliminary intake and eligibility purposes with case management follow-up. Based on this service enhancement other opportunities are being explored however it is recognized limited resources are available locally therefore the LWDA needs to look to state leadership and partners to continue forward movement carried out under this Act.

Current technology-enabled services include:

- Agency on-line program application
- Texting via computers
- Department Website

Other technology-enabled services being explored:

- Phone alert systems for follow-up and program reminders
- Mass email alerts for job fairs and other events
- E-learning workshops and seminars, i.e. Career 101 modules

SECTION C: PROGRAM OPERATIONS

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

LWDA Dislocated Worker staff, including the intake technician, supervisors, and counselors, are aware they need to follow the communication policy as outlined in the DEED policy manual. They also know the internal protocol is to inform the LWDA Rapid Response Liaison as soon as they possess information regarding a potential or actual dislocation event of 50 or more workers. Typically, this type of information comes to the attention of the intake person during Dislocated Worker program orientations, screening potential applicants during inquiry calls, or through a preliminary screening application available in the Resource Room. There are instances when an employer may be in direct communication with a WFC staff person, and when this occurs, the information is communicated to the local Liaison who may connect with the business to gather more information. Ultimately it is the Liaison who contacts a DEED Rapid Response team member.

- B. How does the local workforce development area inform the state Rapid Response team within 24 hours about an actual or potential dislocation event when there is possibility of a mass layoff (50 or more dislocations)?

The LWDA has identified a Rapid Response Liaison who is responsible for communication with DEED's Rapid Response team regarding any actual or potential dislocation events within the local service area that may impact 50 or more workers. This communication is typically done through direct email or phone contact. The LWDA may be informed about a possible layoff event in multiple ways, through direct communication with the business, workers inquiring about Dislocated Worker services, LWDB or community member, Business Services Specialists, or local elected officials. Once the LWDA is aware of the information, it is communicated to the State Rapid Response team.

- C. Describe how the local area board will coordinate workforce investment activities carried out in the local workforce development area with statewide rapid response activities.

The LWDB has designated the ACJTC as the entity to coordinate workforce investment activities related to statewide rapid response activities. The ACJTC Assistant Director is the Lead Rapid Response Liaison and works closely with the Dislocated Worker Program Manager. Any information the local Liaison is able to gather is shared with DEED and appropriate partners. At all times, the local Liaison is available to work cooperatively with the DEED and as the ultimate goal is to ensure this information is shared expeditiously, as it is often time sensitive.

The LWDB and WFC partners will frequently have business relationships which can be of benefit when securing information and setting up informational meetings. These existing relationships can facilitate a smooth connection as the LWDA wants to ensure that affected workers are linked to resources and services as quickly as possible. In the event that the layoff does not meet the threshold for a project, the LWDA will work with the company and the affected workers to be sure they get connected to the local service providers in their area to be served with formula funds. The LWDA will coordinate dislocated worker activities and services in a comprehensive manner that align all potential services and referrals to benefit the workers.

We will not seek competitive bids for services outside of Anoka County, unless invited by any of our regional partners to provide services.

D. Complete **Attachment B – Local Workforce Development Area Contacts.**

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

As soon as this information is made available to the LWDA, the agency Liaison is in direct communication with the State Trade Act staff. Given limited resources in the local area, it is critical that this information is shared about any company that has the potential to become TAA certified, as this allows the local service area to leverage federal resources to the benefit of the workers impacted by the layoff.

- B. How does the local workforce development area cooperate with the state Trade Act staff where the layoff involves a company that the DOL trade-certified?

The LWDA is well aware that the goal of TAA is to help each certified trade impacted worker find suitable employment as quickly as possible. The role of the LWDA is to assist workers in establishing an employment plan and co-enrolling them in the Dislocated Worker program. The Anoka County Job Training Center has designated a lead staff person to serve as a liaison to DEED Trade Act staff to ensure there is ongoing communication between the LWDA and State staff. This also ensures any policy or procedure changes are readily communicated and followed as outlined by DEED.

Typically customers come to the agency and present their TAA Certified letter of Program Eligibility. It is the counselor's responsibility to develop an employment plan, enroll the client into the Dislocated Worker (DW) program, and work with the client on selecting an approvable training program, according to TAA guidelines. The plan is then submitted to the State Trade Act staff for review and final approval.

Trade Act guidelines are somewhat varied from DW guidelines, so counselors and Trade Act staff may communicate back and forth to ask questions, clarify deadlines, etc. If TAA is also included, then DW counselors also communicate with them, as far as length of the program, eligibility for TAA, how long, any restrictions, or specific questions customers may have regarding the approval process

The LDWA also hosts joint meetings at either the company site or at our WFC with the TAA staff and Dislocated Worker staff. Providing eligible TAA workers with information about the DW/TAA services and to facilitate the worker's enrollment into the DW program and identifying approvable TAA programs.

- C. Is the local workforce development area willing to participate in TAA Counselor Training and TAA Participant Training when a trade-certification occurs?

Yes _____

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

Yes _____

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

LWDA staff are informed and knowledgeable of DEED and local program support service policy. The WIOA Employment Services Manager trains staff of local policies and monitors files for compliance of these policies.

Referral to community referrals is the first process after assessing client barriers and determining support services are needed. Based on an unmet need and availability of funding, counseling staff follow the support service policy and guideline.

These support services policies are provided to Accounting staff who provide a check and balance process to ensure a secondary quality control through the fiscal control system.

SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

1. The local workforce development area has processes in place to assure non-duplicative services, and avoid duplicate administrative costs.

Yes X

2. The local workforce development area is aware of and staff participate in the Reception and Resource Area Certification Program (RRACP) to better serve all customers?

Yes X

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

Yes X

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

- C. The local workforce development area is aware and conducts annually a physical and program accessibility review?

Yes X

4. Does the local workforce development area have in place an agreed upon WIOA Discrimination complaint process per the regulations?

Yes X

5. A. Does the local workforce development area have in place an agreed upon WIOA Program Complaint Policy per the regulations?

Yes X

- B. Complete **Attachment B – Local Workforce Development Area Contacts**.

6. How do you identify current or former Military Service Members coming into your WorkForce Center?

The WorkForce Center displays highly visible signage alerting an individual who served in the U.S. military that she/he will have access to priority of service. WFC reception staff asks if an individual served in the U.S military in order to be able to make them aware of the existing priority of service.

The WorkForce Center is committed to ensuring Veterans are directed to services that will assist them in their job search. The WorkForce Center staff works with the Veterans Services Program staff to ensure there are processes in place to identify Veterans. Our goal is to seamlessly link veterans to appropriate services.

As an individual checks in at reception, staff ask all universal clients if they have served in the US Military. Reception and Resource Center staff works closely with Veteran representatives to ensure appropriate referrals are made for those in need of intensive

employment assistance.

Additional steps include:

- 1) Reception Area at point of entry to WFC has posted signs asking job seekers if they are Veterans.
- 2) REA workshops ask the clients.
- 3) Counselors inform Veterans of additional services.
- 4) Anoka County workshops save two to three spots for each workshop for Veterans.
- 5) Informing Partners, i.e. CVSO, MAC-V, Vet Center, Displays, etc.
- 6) Displays in resource room target Veterans
- 7) If a client is observed looking at Veterans' information or Veteran websites, the client is asked if they are a Veteran.
- 8) Referrals to Dislocated Worker Program and other local grants.
- 9) Question on universal application for all WSA programs.
- 10) A monthly Veterans Career Networking Group meets the first Tuesday of the month at the WorkForce Center. The DVOP regularly facilitate the meeting, where Veterans hear presentations from Employers and Training providers, as well as learn and practice a variety of Job Search Skills.

The WFC also has a Veteran dedicated area with two computer work stations and bulletin board located in the Resource Center highlighting information about special programs and services. Once a month an Anoka County Veterans Services Staff is onsite to discuss benefits.

7. How do you inform current or former Military Service Members coming into your WorkForce Center about "Veteran Priority of Service?"

Veteran priority signs are posted to encourage veterans to complete the Minnesota Veterans Questionnaire. Staff have been trained to ask customers if they have served in the US Military. There is also a Veteran's bulletin board located in the Resource Center highlighting information about special programs and services. Resource Center staff works closely with Veteran representatives to ensure appropriate referrals are made for those with an SBE. There is also two Veteran dedicated computer work stations and resource area available within the WorkForce Center Resource Room.

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

The Anoka County Job Training Center website has a Veterans tab highlighting Veteran services. All of the ACJTC programs give preference to Veterans and that is stated under those program descriptions as well. ACJTC works closely with the DEED Veterans Employment Program, Field Operations Manager to ensure that the website properly promotes Public Law 107-288.

9. How do you identify current or former Military Service Members with "significant barriers to employment?"

Once WFC staff learns of an individual's Veteran or eligible spouse status, staff start with thanking the Veteran for their service and then a designated staff in the WFC facilitates an orientation of services and provides them with a tour of the facility and reviews the

Veterans Packet outlining all the various services, job search workshops, Networking Group for US Military Veterans, computer workshops, specialized services for Veterans. They also provide them with an intake form (questionnaire**), to assist in identifying the services needed.

Once the intake form is completed, the WFC staff conducts triage; if a Veteran answers "Yes" then they are determined to have Significant Barriers to Employment (SBE), the WFC will refer them to a Disabled Veteran's Outreach Program specialist (DVOP) for intensive services.

If the DVOP is not available, the Veteran is then asked if they would like to speak to a staff member -

- If yes, a Dislocated Worker Counselor of the Day is contracted. The Dislocated Worker Counselor reviews the Minnesota Veteran Questionnaire with the Veteran, triage the concerns and make appropriate referrals to programs and community services. If they have an SBE the DVOP is notified and will follow up with the Veteran as well.
- If no, the Veteran is encouraged to use the services available and the form with notes is given to the DVOP to follow up on.

Minnesota Veteran Questionnaire

TO BEST SERVE YOU, PLEASE FILL OUT THIS QUESTIONNAIRE.

The information you provide is voluntary and will be kept confidential.

You don't have to provide the information, but failure to do so could affect your eligibility for additional veteran program benefits.

Name: _____ Phone: _____

Email: _____ Military Service Dates: From _____ To _____

1	Do you have a service connected disability rated 10% or higher from the Veterans Administration? Or have you filed a claim for connected disability?	YES	NO
2	Have you left the military within the past three years AND been unemployed for at least 27 weeks at any time in the past year?	YES	NO
3	Are you homeless, or someone who is lacking a fixed, regular, adequate night time residence? OR, is your primary night-time residence a shelter?	YES	NO
4	Have you ever been incarcerated?	YES	NO
5	Is your education level less than a high school diploma or GED?	YES	NO
6	Are you, or your immediate family that you live with, currently receiving public assistance, and/or are you at a lower-income level according to chart below?	YES	NO
7	Are you 18 to 24 years old?	YES	NO
8	Have you participated in a transition assistance program and been identified as in need of additional career services?	YES	NO
9	Are you a sick or wounded active service member who is receiving treatment in a military treatment facility or warrior transition unit?	YES	NO
For spouses of military members and veterans:			
1	Are you the spouse of a veteran rated at 100% disabled by the VA, POW, MIA, KIA or who died of their service connected disability?	YES	NO
2	Are you the spouse or other family caregiver of a wounded, ill, or injured active duty member?	YES	NO

INCOME LEVEL		
Family	Metro	Non-
1	\$ 9,111	\$ 9,006
2	\$14,931	\$14,752
3	\$20,498	\$20,252
4	\$25,300	\$24,998
5	\$29,860	\$29,505
6	\$34,919	\$34,504

for staff use only

date received: _____ additional staff notes:

received by: _____

referred to: _____

Thank You for Serving.

DEED is an equal opportunity employer and service provider.
Upon request, this information can be made available in alternate formats for individuals with disabilities.

August 2015

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

In the event that the DVOP is not available, The WFC staff who conducts triage and assessment will refer SBE Veterans to WIOA/WP staff for intensive services.

If the DVOP and Operations Manager are not in the office a Dislocated Worker Counselor of the Day, who is on call, is contacted to meet with the Veteran. An SBE has not always been identified as the Counselor will review Minnesota Veteran Questionnaire with the Veteran, triage the concerns and make appropriate referrals to programs and community services. The service is individualized based on the Veterans need and requests. If an SBE has been identified, the Counselor will document the meeting (including what intensive services were provided and the next step) and referred to the DVOP.

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

Per DOL Jobs for Veterans State Grant Program Refocusing, DVOPs may only serve Veterans with SBE. Other Veterans (Non-SBEs) will be served on a priority basis by other WFC staff.

Local Veterans Employment Representatives (LVERs) facilitate employment, training, and placement services for veterans by ensuring easier access to appreciate employment and training services for veterans within the state employment delivery system, and conduct outreach to employers on behalf of Veterans in the WFC. LVERs play a gear role by building the capacity in the WFC; they train and educate the staff and partners on Veterans services, priority of service, and keep them updated of DOL Veterans program changes.

12. Are all WIOA-funded partners complying with the guidance provided in the TEGL regarding Selective Service?

Yes

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

The WFC leadership has worked cooperatively with Wagner-Peyser and other partners in the operation of our WorkForce Center since its inception. This level of integration assures that the Center is able to offer an array of comprehensive services. Job search support is offered (classes, workshops, and one-on-one counseling; job fairs; and other job placement services) in partnership with many organizations (including Wagner-Peyser staff) to UI claimants and other customers throughout the WorkForce Center.

Our primary strategy is to ensure that customers using the WFC Resource Room and attending workshops are informed about MinnesotaWorks and encouraged to register, as it is an important tool for their job search. All workshop registration including basic computer classes are now completed through MinnesotaWorks log on. The job lead bulletin board advertises MinnesotaWorks along with several posters throughout the WFC.

UI claimants attending group orientations or individual meetings with REA staff are

informed about all WorkForce Center services, including the Dislocated Worker program. When the Job Training Center is recruiting for the Dislocated Worker program, collaborative outreach is essential in assuring workers have knowledge of the program and know how to access the services. Dislocated Worker counselors also reinforce the message regarding the use of Minnesotaworks.net by including a requirement in the Dislocated Worker Employment Plans for clients.

Claimants selected for the UI Reemployment Assistance Program are referred to the WFC for appointments with REA staff and through a self-assessment to identify work search needs. The self-assessment is reviewed with the applicant and work search needs and barriers are identified. Services that meet the applicant's needs, and solutions to barriers, are discussed, scheduled, and documented in a written work search plan. REA Staff responsible for this function are well versed on all WFC services, which assures applicants are connected with key job search tools, including the Resource Room, and various workshop offerings. The WFC has added additional Creative Job Search workshops due to the increased work search demands of the program.

14. **Conflict of Interest and Integrity:** Local area boards must make decisions in keeping with several laws and regulations. Indicate below that your local area board is aware of DOL Training and Employment Guidance Letter 35-10 and Minnesota OGM 08-01 and its relevant federal laws and regulations.

Yes _____

15. The local workforce development area's conflict of interest policies are in compliance with the above two references?

Yes _____

16. A. The local workforce development area is aware of the referenced statute on Government Records.

Yes _____

- B. The local workforce development area is aware of the requirement to retain documentation for six years.

Yes _____

- C. Complete **Attachment B – Local Workforce Development Area Contacts**.

17. **Handling and Protection of Personally Identifiable Information:** The local workforce development area is complying with the guidance provided in TEGL 39-11.

Yes

18. **Human Trafficking:** The local workforce development area is aware of TEGL 09-12 and will follow the procedures for working with trafficked persons.

Yes _____

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

Yes X

20. **Uniform Guidance:** The local workforce development area is aware of TEGL 15-14 regarding Uniform Guidance.

Yes X

21. A. Briefly describe the local area board's policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end. Include in your description any plans to fill the terms that will be expiring as of June 30, 2016.

Membership of the LWDB is WIOA compliant and a Board roster has previously been provided to Shelley Landgraf per the Local Planning Instructions. The LWDB's policy has consistently been to maintain a full membership board and if a vacancy occurs to work with the Local Elected Office and Board Chair in assisting locating a replacement member.

Identification of individuals includes those who have major decision-making, ownership or high-level management authority within their business or organization, with an emphasis on individuals who represent the local and regional targeted key industries and occupations in demand.

Geographic and diversity representation are considered.

Membership applications are completed along with recommendations from others in their business and/or organization. Nominations are reviewed by the Local elected official and Board Chair.

All nominations and term renewals along with accompanying documents assuring compliance with WIOA are electronically maintained by the ACJTC, administrative entity for the LWDA.

A review of the current roster has been completed and for terms ending June 30, 2016 all members have been contacted and are in the process of reapplying to serve another two-year term, except the Economic Development member. Due to an ongoing conflict she will no longer be able to serve on the board, however another local city Economic Development representative is being contacted for membership. Board applications will be reviewed and approved at either the June and/or July 2016 Anoka County Board of Commissioners meeting.

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

Yes X No

If No, what steps will be taken to bring your local area board into compliance by June 30, 2016?

- C. Complete **Attachment C – Local Area Board Membership List**.
- D. Complete **Attachment D – Local Area Board Committee List**.
- 22. Complete remaining portions of **Attachment B – Local Workforce Development Area Contacts**.
- 23. If applicable, complete **Attachment E - Local Workforce Development Area Sub-Grantee List**.
- 24. If applicable, complete **Attachment F - Local Workforce Development Area Non-WFC Program Service Delivery Location List**.

ASSURANCES AND CERTIFICATIONS

ASSURANCES

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

- **Accessibility** - [Section 508 of the Rehabilitation Act of 1973, as amended](#) - Requires that federally funded program providers make their electronic information and technology accessible to people with disabilities;
- **ACORN** – [Funds may not be provided](#) to the Association of Community Organizations for Reform Now, or any of its affiliates, subsidiaries, allied organizations or successors;
- **Audits** – [2 CFR 200.501](#) and [Single Audit Act Amendments of 1996](#) - organization-wide or program-specific audits shall be performed;
- **Buy American**- Buy American Act – award may not be expended unless the funds comply with [USC 41, Section 8301-8303](#);
- **Data Sharing** – [MN Access to Government Data](#), [MN Duties of Responsible Authority](#); [MN Access to Information](#); [MN Administrative Rules Data Practices](#); [DEED Policy – Data Practices](#);
- **Disability** - that there will be compliance with the [Architectural Barriers Act of 1968](#), [Sections 503 and 504 of the Rehabilitation Act of 1973](#), as amended, and the [Americans with Disabilities Act of 1990](#);
- **Drug-Free Workplace** – [Drug-Free Workplace Act of 1988](#) – requires all organizations to maintain a drug-free workplace;
- **Equipment** – [2 CFR 200. 313](#), [200.439](#) – must receive prior approval for the purchase of any equipment with a per unit acquisition cost of \$5,000 or more, and a useful life of more than one year;
- **Fire Safety** – [15 USC 2225a](#) – ensure that all space for conferences, meetings, conventions or training seminars funded in whole or in part complies with the protection and control guidelines of the Hotel and Motel Fire Safety Act ([Public Law 101-391](#));
- **Fraud/Abuse** - that the provider has policies on fraud and abuse and will contact DEED for potential fraud and abuse issues; [20 CFR 667.630](#); [DEED Policy – Fraud Prevention and Abuse](#);
- **Health Benefits** – [Public Law 113-235, Division G, Sections 506 and 507](#) – ensure use of funds for health benefits coverage complies with the [Consolidated and Further Continuing Appropriations Act, 2015](#);
- **Insurance** - that insurance coverage be provided for injuries suffered by participants in work-related activities where Minnesota's workers' compensation law is not applicable as required under Regulations [20 CFR 667.274](#);
- **Insurance** – [Flood Disaster Protection Act of 1973](#) – provides that no Federal financial assistance to acquire, modernize or construct property may be provided in identified flood-prone communities in the United States, unless the community participates in the National Flood Insurance Program and flood insurance is purchased within 1 year of the identification;
- **Limited English** - [Executive Order 13166](#) - Improving access to services for persons with limited English proficiency;
- **Nondiscrimination** - [Section 188 of the Workforce Innovation and Opportunity Act](#) (WIOA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;

- **Nondiscrimination** - [Section 188 of the Workforce Investment Act of 1998](#) (WIA) - Requires applying nondiscrimination provisions in the administration of programs and activities for all eligible individuals, including individuals with disabilities;
- **Nondiscrimination** - [Title VI of the Civil Rights Act of 1964, as amended](#) – Prohibits discrimination on the bases of race, color, and national origin under any program receiving federal financial assistance;
- **Nondiscrimination** - [Title VII of the Civil Rights Act of 1964, as amended](#) - Prohibits discrimination on the basis of race, color, religion, sex or national origin in employment;
- **Nondiscrimination** - [Title II of the Genetic Information Nondiscrimination Act of 2008](#) - Prohibits discrimination in employment on the basis of genetic information;
- **Nondiscrimination** - [Title V of the Older Americans Act of 1965](#) - Prohibits discrimination based on race, color, religion, sex, national original, age disability or political affiliation or beliefs in any program funded in part with Senior Community Services Employment Program funds;
- **Nondiscrimination** - [Title IX of the Education Amendments of 1972, as amended](#) - Requires applying nondiscrimination provisions, based on sex, in educational programs;
- **Nondiscrimination** - [Title I \(Employment\) Americans with Disabilities Act \(ADA\)](#) - Prohibits state and local governments, from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment;
- **Nondiscrimination** - [Title II \(State and Local Governments\) Americans with Disabilities Act \(ADA\)](#) - Prohibits qualified individuals with disabilities from discrimination in services, programs, and activities;
- **Nondiscrimination** - [Section 504 of the Rehabilitation Act of 1973, as amended](#) - Prohibits discrimination against qualified individuals with disabilities;
- **Nondiscrimination** - [Age Discrimination Act of 1975, as amended](#) - Prohibits discrimination on the basis of age;
- **Nondiscrimination** - [Title 29 CFR Part 31](#) Nondiscrimination in federally-assisted programs of the Department of Labor, effectuation of Title VI of the Civil Rights Act of 1964;
- **Nondiscrimination** - [Title 29 CFR Part 32](#) Nondiscrimination on the basis of disability in programs and activities receiving or benefiting from federal assistance;
- **Nondiscrimination** - [Title 29 CFR Part 33](#) Enforcement of nondiscrimination on the basis of disability in programs or activities conducted by the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 35](#) Nondiscrimination on the basis of age in programs or activities receiving federal financial assistance from the Department of Labor;
- **Nondiscrimination** - [Title 29 CFR Part 37](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Investment Act of 1998;
- **Nondiscrimination** - [Title 29 CFR Part 38](#) Implementation of the Nondiscrimination and Equal Opportunity provisions of the Workforce Innovation and Opportunity Act;
- **Nondiscrimination** - [Executive Order 13160](#) Nondiscrimination on the basis of race, sex, color, national origin, disability, religion, age, sexual orientation, and status as a parent in federally conducted education and training Programs;
- **Nondiscrimination** - [Executive Order 13279](#) - Nondiscrimination against grant seeking organizations on the basis of religion in the administration or distribution of federal financial assistance under social service programs, including grants, contracts, and loans;
- **Nondiscrimination** - [The Minnesota Human Rights Act of 1973, Minnesota Statutes, Chapter 363A](#) - Prohibits discrimination in employment and providing public services on the basis of race, color, creed, religion, natural origin, sex, marital status (employment only), disability, status with regard to public assistance, sexual orientation, familial status

(employment only), citizenship, or age (employment only), and local human rights commission activity (employment only);

- **Nondiscrimination** - that collection and maintenance of data necessary to show compliance with the nondiscrimination provisions of WIA and [WIOA Section 188](#), as provided in the regulations implementing that section, will be completed;
- **Opportunity** – [Executive Order 12928](#) – encouraged to provide subcontracting/subgranting opportunities to Historically Black Colleges and Universities and other Minority Institutions and to Small Businesses Owned and Controlled by Socially and Economically Disadvantaged Individuals;
- **Personally Identifiable Information (PII)** – [Training and Guidance Letter 39-11](#) – must recognize and safeguard PII except where disclosure is allowed by prior written approval of the Grant Officer or by court order;
- **Procurement** – Uniform Administrative Requirements – [2 CFR 200-317-36](#) – all procurement transactions to be conducted in a manner to provide, to the maximum extent practical, open and free competition;
- **Publicity** – no funds shall be used for publicity or propaganda purposes, preparation or distribution or use of any kit, pamphlet, booklet, publication, radio, television or film presentation designed to support or defeat legislation pending before the Congress or any state/local legislature or legislative body, except in presentation to the Congress or any state/local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government. Nor shall grant funds be used to pay the salary or expenses of any recipient or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations regulation, administrative action, or Executive Order proposed or pending before the Congress, or any state government, state legislature or local legislature body other than for normal and recognized executive-legislative relationships or participation by an agency or officer of a state, local or tribal government in policymaking and administrative processes within the executive branch of that government;
- **Salary/Bonus** – [Public Law 113-235, Division G, Title I, Section 105](#) – none of the funds appropriated under the heading “Employment and Training” shall be used by a recipient or sub-recipient of such funds to pay the salary and bonuses of an individual, either as direct costs or indirect costs, at a rate in excess of [Executive Level II](#). Further clarification can be found in [TEGL 5-06](#);
- **Seat Belts** - [Executive Order 13043](#) – Increasing Seat Belt Use in the United States;
- **Text Messaging** – [Executive Order 13513](#) – encouraged to adopt and enforce policies that ban text messaging while driving company-owned or –rented vehicles or GOV or while driving POV when on official Government business or when performing any work for or on behalf of the Government;
- **Trafficking of Persons** – [2 CFR 180](#) – OMB Guidelines to Agencies on Governmentwide Debarment and Suspension – may not engage in severe forms of trafficking, procure a commercial sex act or use forced labor in the performance;
- **Veteran Priority of Service** - [Public Law 107-288: Jobs for Veterans Act](#) - Priority of service for veterans (including veterans, eligible spouses, widows and widowers of service members) in qualified job training programs;
- **Veterans** - [Public Law 112-56: Vow to Hire Heroes Act of 2011](#) - Establishes guidelines for service providers who are providing employment, training, academic or rehabilitation services for military veterans;
- **Veterans** - that veterans will be afforded employment and training activities authorized in WIA and WIOA Section 134, and the activities authorized in Chapters 41 and 42 of Title 38 US code, and in compliance with the veterans' priority established in the Jobs for Veterans Act. ([38 USC 4215](#)), U.S. Department of Labor, [Training and Employment Guidance Letter 5-03](#) and Minnesota's Executive Order 06-02;

- **Voter Registration** - that the required voter registration procedures described in [Minnesota Statutes 201.162](#) are enacted without the use of federal funds;
- **Voter Registration** – [52 USC 20501 – 20511](#) – National Voter Registration Act of 1993.

CERTIFICATIONS

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

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

SIGNATURE PAGELocal Workforce Development
Area NameAnoka County WorkForce Center

Local Area Board Name

Anoka County Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name Shirley Barnes
Title Chief Executive Officer
Organization Crest View Senior Communities
Address 1 4444 Reservoir Blvd Northeast
Address 2 _____
City, State, ZIP Code Columbia Heights, MN 55421
Phone 763-782-1645
E-mail sbarnes@crestviewcares.org

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

Name Rhonda Sivarajah
Title Chair, Anoka County Board of Commissioners
Organization Anoka County
Address 1 2100 3rd Avenue
Address 2 _____
City, State, ZIP Code Anoka, MN 55303
Phone 763-323-5746
E-mail Rhonda.Sivarajah@co.anoka.mn.us

We, the undersigned, attest that this submittal is the Program Year 2016-2017 Local Plan for our Workforce Development Board and Local Workforce Development Area and hereby certify that this Local Plan has been prepared as required, and is in accordance with all applicable state and federal laws, rules and regulations.

Local Area Board Chair**Chief Local Elected Official**Name Shirley BarnesName Rhonda SivarajahTitle Local Area Board ChairTitle Chair, Anoka County Board of Commissioners

Signature _____

Signature _____

Date _____

Date _____

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

Metro Regional WorkForce Development Board - #4

Local Workforce Development Area

Anoka County Workforce Development Board - #12

MEMBER	ORGANIZATION
Commissioner Rhonda Sivarajah, Local Elected Official Shirley Barnes, Business Chair Jerry Vitzthum, Staff Alternate/Designee	Anoka County Workforce Development Board
Mayor Betsy Hodges, Local Elected Official Carolyn Roby, Business Chair Deb Bahr-Helgen, Staff Alternate/Designee	City of Minneapolis Workforce Development Board
Commissioner Chris Gerlach, Local Elected Official Cathy Weik, Business Chair Mark Jacobs, Staff Alternate/Designee	Dakota-Scott Workforce Development Board
Commissioner Jan Callison, Local Elected Official Tony Scallon, Business Chair Ron White, Staff Alternate/Designee	Hennepin-Carver Workforce Development Board
Commissioner Toni Carter, Local Elected Official James McLean, Business Chair Patricia Brady, Staff Alternate/Designee	Ramsey County Workforce Development Board
Commissioner Fran Miron, Local Elected Official Tony Colosimo, Business Chair Robert Crawford, Staff Alternate/Designee	Washington County Workforce Development Board

As planning continues, the GMWC expects to shift its composition to also engage representatives from regional workforce, economic development, and education initiatives, as noted above in the plan. Particular attention will be paid to ensuring that the GMWC is connected to, and engaged with, individuals and organizations focused on racial equity in the region.

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs (see section C.2.D.)	Nicole Swanson	763-783-4866	Nicole.swanson@co.anoka.mn.us	Jerry Vitzthum
Equal Opportunity Officer (see section D.3.B.)	Nicole Swanson	763-783-4866	Nicole.swanson@co.anoka.mn.us	Jerry Vitzthum
Program Complaint Officer (see section D.5.B.)	Nicole Swanson	763-783-4866	Nicole.swanson@co.anoka.mn.us	Jerry Vitzthum
Records Management/Records Retention Coordinator (see section D.16.C.)	Shelly Lilledahl	763-783-4828	Shelly.lilledahl@co.anoka.mn.us	Becky White
ADA Coordinator (see section D.22.)	Rebecca Johnson	763-279-4354	Rebecca.l.johnson@state.mn.us	Dee Torgerson
Data Practices Coordinator (see section D.22.)	Nicole Swanson	763-783-4866	Nicole.swanson@co.anoka.mn.us	Jerry Vitzthum
English as Second Language (ESL) Coordinator (see section D.22.)	Patrice Adams	763-506-1262	Patrice.adams@anoka.k12.mn.us	Al Ickler

Official Name of WorkForce Center Anoka County LWDA #12

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Amy Lord	763-783-4855	Amy.lord@co.anoka.mn.us	Nicole Swanson
Job Service Manager	Erik Aamoth	763-279-4414	Erik.aamoth@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Rebecca Johnson	763-279-4354	Rebecca.l.johnson@state.mn.us	Dee Torgerson
State Services for the Blind Manager	Natasha Jerde	651-539-2344	Natasha.jerde@state.mn.us	Jon Benson
Local Workforce Development Area Director	Jerry Vitzthum	763-783-4801	Jerry.vitzthum@co.anoka.mn.us	Cindy Cesare
Adult Basic Education (ABE)	Patrice Adams	763-506-1262	Patrice.adams@anoka.k12.mn.us	Al Ickler
Carl Perkins Post-Secondary Manager	Jessica Lipa	763-433-4001	Jessica.lipa@anoka.k12.mn.us	Jeff McGonigal

Official Name of WorkForce Center Anoka County LWDA #12

ROLE	Contact Name	Phone	Email	Reports to (name only)
Adult	Amy Lord	763-783-4855	Amy.lord@co.anoka.mn.us	Nicole Swanson
Dislocated Worker	Amy Lord	763-783-4855	Amy.lord@co.anoka.mn.us	Nicole Swanson
Youth	Amy Lord	763-783-4855	Amy.lord@co.anoka.mn.us	Nicole Swanson

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

Metro Regional Workforce Development Area - #4

Local Workforce Development Area

Anoka County Local Workforce Development Area - #12

MEMBER	POSITION/ORGANIZATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA (must be majority)		
1. Shirley Barnes	1. CEO/Crestview Senior Communities	1. 6/30/17
2. Julie Lundberg	2. HR Consultant/Medtronic	2. 6/30/16
3. Ravi Norman	3. CEO/THOR Construction	3. 6/30/16
4. Jerry Miller	4. Sales Manager/Bell Mortgage	4. 6/30/17
5. Sue Savarese	5. Managing Partner/Sannerud, Savarese & Assoc. P.A.	5. 6/30/17
6. Michael Thews	6. Vice President-Chief Financial Officer/John Roberts Company	6. 6/30/17
7. Kelli Watson	7. HR Manager/Kurt Manufacturing	7. 6/30/16
8. Terry Hart	8. Vice President/Kraus-Anderson Construction	8. 6/30/17
9. Erick Ajax	9. Business Owner/E.J. Ajax	9. 6/30/16
10. MariBeth Olson	10. Vice President Patient Health & Nursing/Allina Health	10. 6/30/17
LABOR & COMMUNITY-BASED ORGANIZATIONS (20% Minimum and 2 or more nominated by state labor federations and one joint labor-management apprenticeship program labor organization or training director)		
1. Michelle Heizelman	1. Educator/ Minneapolis Regional Labor Federation	1. 6/30/17

2. Jim Nimlos	2. Training Director/ Minneapolis Electrical JATC	2. 6/30/16
3. Jessica Lipa	3. Anoka-Hennepin STEP Director/Career and Technical Education	3. 6/30/16
4. Patrick McFarland	4. Executive Director/Anoka County Community Action Program	4. 6/30/16
EDUCATION & TRAINING (Required: ABE; Higher Education)		
1. Patrice Adams	1. Community Education Assistant Manager/Anoka-Hennepin School District	1. 6/30/17
2. Sherry Wickstrom	2. Dean of Academic Affairs/Anoka Technical College	2. 6/30/16
GOVERNMENT (Required: Economic Development; Job Service; Rehabilitation)		
1. Erik Aamoth	1. Manager/Minnesota Department of Employment & Economic Development	1. 6/30/17
2. Rebecca Johnson	2. Regional Area Manager/Vocational Rehabilitation Services	2. 6/30/16
3. Colleen Winter	3. Community Development Director/City of East Bethel	3. 6/30/16

CONTACT INFORMATION

NAME		ADDRESS/PHONE/EMAIL
CHAIR	Shirley Barnes	4444 Reservoir Blvd NE, Columbia Heights, MN 55421 763-782-1645/ sbarnes@crestviewcares.org
VICE CHAIR	Julie Lundberg	710 Medtronic Parkway L5205 Minneapolis, MN 55432 763-514-2328/ julie.m.lundberg@medtronic.com
SECRETARY	Vacant	

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	Metro Regional Workforce Development Area #4
Local Workforce Development Area	Anoka County Local Workforce Development Area #12

Committee Name	Objective/Purpose
Youth Standing Committee	Provide director and oversight of WIOA and Youth/Young Adult programming.
Incumbent Worker	Incumbent Worker Training is a business-driven program designed to provide direct financial assistance to train current employees and improve the economic competitiveness of regional businesses. The program is intended to upgrade the skills of its incumbent workers. The business will not only improve the skills of their workforce but also improve their business processes and competitiveness.
Career Pathways	This committee includes Workforce Development Board Representatives from MNSCU, ABE along with other Local Workforce Development Area staff. Their role is to continually assess career pathway training opportunities and make recommendations for grant proposals to the full Board. The committee guides responses to develop the proposal to grant funding opportunities such as MJSP, P2P and other available grants.

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area	Metro Regional Workforce Development Area #4
Local Workforce Development Area	Anoka County Local Workforce Development Area #12

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which WFC?	If not in WFC, provide Address, City, State, ZIP Code
N/A				

LOCAL WORKFORCE DEVELOPMENT AREA NON-WFC PROGRAM SERVICE DELIVERY LOCATION LIST

Regional Workforce Development Area

Metro Regional Workforce Development Area #4

Local Workforce Development Area

Anoka County Local Workforce Development Area #12

Name and Location (City)	Program Service Delivered
Rum River Library	Linked-in and Career Exploration Workshops
Stepping Stone Emergency Housing	Basic Job Search, Resume Writing, Interviewing Basics and Job Retention

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

- Healthcare
- Manufacturing
- Financial Services and Professional Business Services
- Transportation
- Construction and Specialty Trades