

March 29, 2017

Commissioner Shawntera Hardy, MN Dept of Employment and Economic Development
Deputy Commissioner Jeremy Hanson Willis, MN Dept of Employment and Economic Development
Director Rick Roy, MN Dept of Employment and Economic Development

Dear Partners:

On behalf of the Greater Metropolitan Workforce Council (GMWC), I am pleased to submit the Regional Workforce Innovation and Opportunity Act (WIOA) Plan for Region #4. In the process of creating this plan, we have engaged more than 280 people across the region, from community-based organizations, to mandated partners, to Workforce Center staff and business leaders. More than 100 people participated in an event hosted by Marnita's Table in February where we received helpful insights into the need for working with employers on creating accurate job descriptions that don't require unrealistic credentials as well as inclusive hiring practices. We have also gained by hearing from partners such as the Good Jobs Pathways Initiative and a set of stakeholders convened by Greater MSP and MSPWin. We look forward to continuing to collaborate with these and other stakeholders throughout the implementation period. We see this plan not as a static document but as an evolving roadmap for regional collaboration at multiple levels, including governance, across the public, private and nonprofit sectors, and through implementation. Our vision is to provide all residents of the region opportunities to attain family supporting careers while meeting the needs of employers who fuel our economy. We believe this plan will accomplish this vision.

WIOA offers a tremendous new opportunity for transforming the way we serve our clients and presents a chance to define our vision for the region and to find new ways to work together toward our shared goals. We believe that the more people engage in the process and in building a commitment to this work, the better.

Our top priority is eliminating racial disparities in employment. While we recognize that multiple groups of individuals experience racial disparities and hiring bias, we focus here particularly on African Americans and American Indians, for whom the disparities are the greatest. We are not disregarding any other groups who experience disparities, but we acknowledge the extent of the problem for the particular communities with the deepest disparities in our region. Going forward we envision working closely with community-based organizations with expertise and experience serving these populations. We are also digging deeper into Labor Market Information data along-side new tools to help better understand the data beyond the large racial/ethnic categories to help us continue to refine strategies to best serve those who are in greatest need of assistance.

To guide and elevate our region's public sector workforce development system, we are establishing a new governance structure that expands regional workforce leadership beyond the six Workforce Development Areas (WDA). This new Board will include local elected officials from each WDA, the chairs or designated business representative of the six WDAs as well as up to 13 representatives from other critical stakeholders.

This plan builds off successful existing local level sector partnerships, providing expertise to more employers and leveraging relationships across the business communities, higher education, trade associations, and other partners. Much of the sector work that has been occurring at the local level, including award-winning sector work in Anoka County in healthcare, highly successful construction initiatives in Ramsey County and the expanding Tech Hire program in Minneapolis, among others, is replicable and ready to be transformed beyond the borders of the local service level. We also recognize the need and opportunity to look at additional sectors of importance to our regional economy, including business services, the public sector and manufacturing. Our approach to sector partnerships is detailed in Attachment G which demonstrates how we selected key sectors (based on data) as well as how we are building on sector expertise developed at the local level to serve the region.

This regional plan does not stand alone, but rather should be considered in conjunction with each of the local plans of the 6 WDAs that comprise Region #4. Each local plan includes details of initiatives that are already under way, and demonstrates the breadth of activity undertaken by each WDA and the depth of the services they offer across the region. The local plans also exhibit how effective the WDAs are at leveraging WIOA and other dollars to produce effective outcomes for their customers. Each of these WDAs has a board that is employer-led and engages local elected officials, the business community, and others in their area, to provide guidance and leadership. Their input is reflected in this plan.

We are committed to leveraging this unique moment to advance our region's economy and look forward to continuing to work with DEED to ensure prosperity for all of our citizens.

Thank you.



Cathy Weik, Chair, Greater Metropolitan Workforce Council

CC: Chair Beeth, Governors Workforce Development Board
 Staff Director Ireland, Governors Workforce Development Board
 Staff Director Bahr-Helgen, Minneapolis Employment and Training
 Staff Director Brady, Ramsey County Workforce Solutions
 Staff Director Crawford, Washington County Workforce Development
 Staff Director Jacobs, Dakota-Scott Counties Workforce Services
 Staff Director Swanson, Anoka County Job Training Center
 Staff Director White, Hennepin-Carver Workforce Development Area
 Regional Staff Director Mark Brinda, Minneapolis Employment and Training

SECTION A: REGIONAL PLAN – REGIONAL PLAN APPROACH

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-led Board 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. At its meeting March 10, 2017, the members of the GMWC voted unanimously to expand the board to include additional stakeholders in order to achieve the vision of the regional WIOA plan. The board resolution noted that the new board can include up to 25 members. The leadership table will include the following entities, however, number of reps beyond 6 LEO and 6 chairs or designated rep is still to be decided. An example could be :

- 6 Local Elected Officials representing the six WDAs (**2 votes each**)
- 6 Chairs or designated business representative from each of the six WDAs (1 vote each)
- 3 representatives of business organizations or trade associations
- 4 individuals representing the voice of underserved job seekers
- 1 representative of regional economic development organization
- 1 representative of philanthropy engaged in workforce development
- 1 representative of Adult Basic Education in the metro
- 1 representative of metro MN State Colleges and Universities (MNSCU) institutions
- 1 representative of organized labor in the metro
- Total 24**

In addition, the GMWC agreed in principle that the new board would be implemented as follows:

- Individual WDAs will sign a new Memorandum of Understanding between WDAs, with expectation of a forthcoming Joint Powers Agreement to govern the collaborative effort.
- A process for board selection will be finalized by 7-1-17
- Selection of board members will be concluded by 9-30-17, and the newly constituted Board will be seated in the fourth quarter 2017
- Staff hired by and reporting to the board with sufficient stature to serve will be a key resource on regional workforce issues

- The regional governance board will re-brand and invest in communications staff/consultant to elevate the board's work and position the board as the voice for workforce development for the region

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 regional workforce board will be a strong voice on workforce development for the metro, rooted in the local authority provided by federal law (WIOA). The board will meet at least four times annually.

The primary charge of the regional governance board is to identify strategic opportunities where the public sector workforce system can lead or support initiatives that meet the needs of dual customers -- business and job seekers.

The regional governance board will:

- Analyze and disseminate LMI, functioning as a credible source on labor market conditions in the region;
- Advocate for resources (both for the public sector workforce system and other systems like K-12, higher education, etc.) whose work directly impacts the ability of people to be successful in the labor market;
- Align strategies implemented at the local level for regional impact and advocate for investments to meet regional goals;
- Develop strategies where a regional approach is warranted (for example in targeted sectors);
- Address and help mitigate workforce system limitations and workplace issues for those experiencing economic and racial disparities, particularly for African Americans and American Indians;
- Ensure that businesses have access to a skilled workforce and a racially diverse candidate pool with the competencies needed to make them globally competitive; and,
- Align formal and informal partners to ensure workforce development, education and training resources achieve maximum benefit for individuals and businesses in the region.

The regional workforce board will have primary responsibility for fulfilling this two-year plan, and shaping regional planning beyond the time horizon provided here.

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

A key value of the new regional governing structure is to develop and implement strategies that deliver employment and advancement for people experiencing barriers to employment. To do so, the new structure will strengthen local WDB membership as well as ensuring that sector partnerships include diverse voices and include organizations with particular expertise serving diverse populations. Regional workforce leaders understand that this engagement is critical to success and that lines of communication must be significantly opened and improved.

Efforts at the local level will continue to inform the 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 who 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 a 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 Everybody 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.

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 American Indians, who experience the largest disparities in employment, is the top priority for the GMWC (See Table 1: Employment Characteristics).¹

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 American Indians.

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

TABLE 1: Employment Characteristics

	Minnesota			United States	
	Number:	Labor Force Partc. Rate	Unemp. Rate	Labor Force Partc. Rate	Unemp. Rate
Total Labor Force	4,281,141	70.0%	5.6%	63.7%	8.3%
16 to 19 years	288,873	51.9%	16.1%	37.5%	25.1%
20 to 24 years	359,276	82.8%	9.2%	73.7%	14.2%
25 to 29 years	366,464	88.6%	6.0%	82.1%	9.3%
30 to 34 years	374,219	87.9%	5.2%	82.1%	7.8%
35 to 39 years	670,741	87.9%	4.3%	82.4%	6.6%
40 to 44 years	772,669	87.2%	4.3%	80.2%	6.2%
45 to 49 years	377,196	80.5%	4.3%	72.2%	5.9%
50 to 54 years	318,174	62.2%	4.0%	55.2%	5.6%
55 to 59 years	410,949	26.9%	3.6%	25.4%	5.4%
60 to 64 years	342,580	6.0%	3.5%	6.1%	4.9%
65 years and over					
Employment Characteristics by Race & Hispanic Origin					
White alone	3,726,637	70.0%	4.8%	63.5%	7.1%
Black or African American alone	207,618	68.8%	14.7%	62.2%	14.8%
American Indian and Alaska Native alone	40,430	58.6%	16.3%	58.6%	14.7%
Asian alone	178,905	70.4%	6.4%	65.0%	6.4%
Native Hawaiian and Other Pacific Islander	1,539	74.7%	5.4%	67.3%	11.9%
Some other race alone	54,771	77.4%	9.4%	69.4%	10.4%
Two or more races	71,241	71.0%	11.5%	65.2%	12.2%
Hispanic or Latino origin (of any race)	172,540	75.0%	9.1%	67.3%	9.8%
Employment Characteristics by Disability Status					
With any disability	273,905	51.3%	12.7%	41.1%	16.5%
Employment Characteristics by Educational Attainment					
Population 25 to 64 years	2,879,463	84.0%	4.6%	77.5%	6.9%
Less than high school graduate	178,232	65.4%	11.4%	60.6%	12.6%
High school graduate (includes equivalency)	665,527	78.8%	6.5%	72.9%	8.9%
Some college or associate's degree	998,865	85.2%	4.7%	79.2%	7.0%
Bachelor's degree or higher	1,036,839	89.3%	2.7%	86.0%	3.7%

Source: 2011-2015 American Community Survey, 5-Year Estimates

To help guide this work we plan to establish customer groups in each WDA where both local job seekers and employers will gather to provide feedback on how the public sector workforce system can better serve them. Based on the experience of both the City of Minneapolis Employment & Training and Ramsey County Workforce Solutions' "Listening Groups," these customer groups will provide timely feedback and then will report back on what steps they have taken to address the feedback. Job seeker customers will be incentivized to participate in the groups in recognition of their time spent.

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

Staff members from each WDA have been identified and are working to develop performance goals. They are utilizing current data as well as best practices to identify regional need in employment and income, by race, geography, education level, etc. Sharing this data and analysis with other service providers, the negotiation panel will align services with populations in need, with particular attention to identifying specific regional goals for populations that have been historically underserved. Regional targets identified by the designated staff team will be endorsed by the regional leadership table and aligned with individual WDA goals. The group anticipates (pending fund availability) engaging a consultant to help develop a continuous improvement process for both public sector workforce staff as well as staff from other service providers to ensure that goals can be met and strengthened over time.

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

We anticipate that the new regional board will refine and endorse goals similar to those outlined below which recognize serving dual customers, focusing on specific populations in need and aligning resources for impact. As a guide, the region will be working to:

Provide residents in the region an opportunity to enter the talent development pipeline and progress into economic self-sufficiency by:

- Providing opportunities for individuals to attain economic self-sufficiency through strategies that address skills gaps, housing, and transportation barriers.
- Addressing and helping to mitigate workforce system limitations and workplace issues for those experiencing economic and racial disparities, particularly for African Americans and American Indians;
- Ensuring that businesses have access to a skilled workforce (and talent pool) of racially diverse employees that have the competencies needed to make them globally competitive; and,
- Aligning 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 workforce development area boards will direct system alignment within the region through shared policies and practices.

The local WDBs 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 (preliminary mapping is attached).
- 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 (MESCC). Many of these efforts have involved eligible training providers, but not necessarily engaged the public workforce system directly. Discussions are expected during this program year about how to bring such efforts together.

The local WDBs of Region #4 are working cooperatively to strengthen relationships with the Metropolitan 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 local WDBs 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 community-based organizations (CBO), 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.

Technology, Training and Protocols

- Shared template for MOUs with service partners and shared criteria for recognizing affiliates
- Shared training material and protocol for local staff and partners including regular convening of frontline staff (counselors/navigators from workforce, higher ed., ABE). This training will also incorporate feedback from customer groups on how to improve the services provided.
- Region-wide technology access and upgrades
 - Expansion of a shared contact management system (SalesForce or other) to further include local staff at multiple levels may strengthen service delivery significantly
 - Consider a shared case management system in addition to Workforce One
- Analysis of 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.
- Agreement with Real Time Talent to utilize the Exchange for targeted sectors and staff training on how to work with employers to utilize the Exchange.
- Development of quick reference guide or toolkit for staff across higher education, workforce and ABE so they each have basic information on each system.

Supporting Career Pathways

- Convening metro-wide ‘sector panels’ in partnership with Chambers, MNSCU partners, higher education program advisory boards, and others. These panels will be business-led, and focused on the workforce needs within a particular industry or occupational cluster.
- Expanding use of Career 101 materials and training across the region and promote career pathways for individuals in targeted sectors.

- Utilizing detailed data From Real Time Talent on job openings within each sector requiring 0-2 years of experience and education at AA or less along with wage information for those jobs and certifications needed.
- Developing career pathways in the identified sectors and clusters, with Adult Basic Education, that contain clear integration opportunities.
- Working collectively with the metropolitan Carl Perkins consortium partners to identify appropriate Perkins-funded activities that support entry and advancement into the career identified pathways.
- 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.

SECTION B: REGIONAL STRATEGIC PLANNING

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).

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

Additionally, our persistent racial and economic disparities (detailed in tables 4 and 5) 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.

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 headquartered 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:

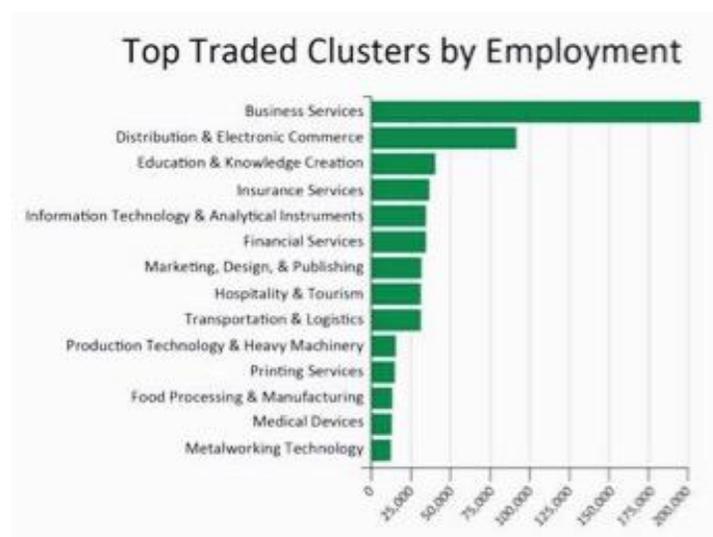
- Robust physical infrastructure
- The presence of major institutions for education, healthcare, and government
- Capacity for innovation and new technology
- A diversified and growing base of industry sectors
- Fast-growing businesses, entrepreneurial start-ups, and corporate headquarters that spur 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



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.

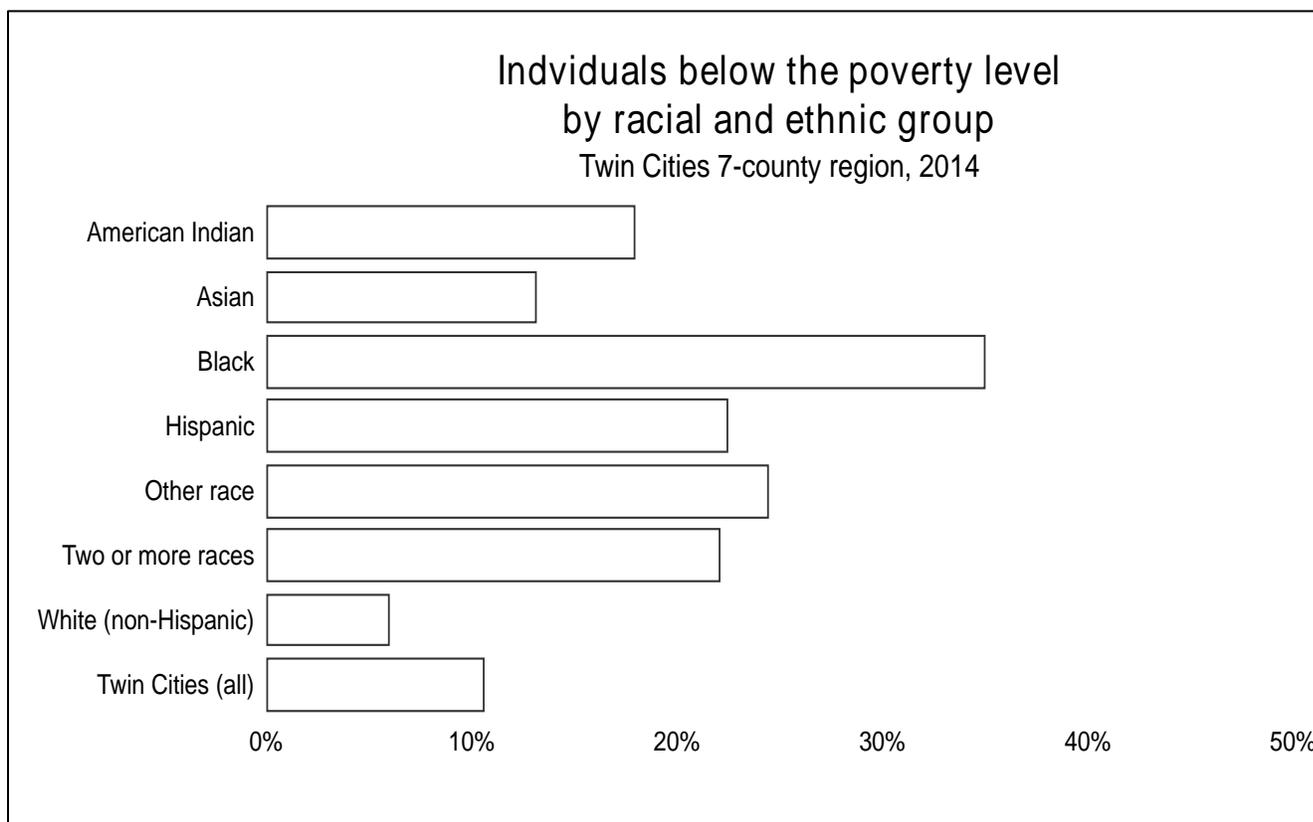
Economic & Racial Inequality: A Threat to Regional Economic Competitiveness

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, 2014).

“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.”

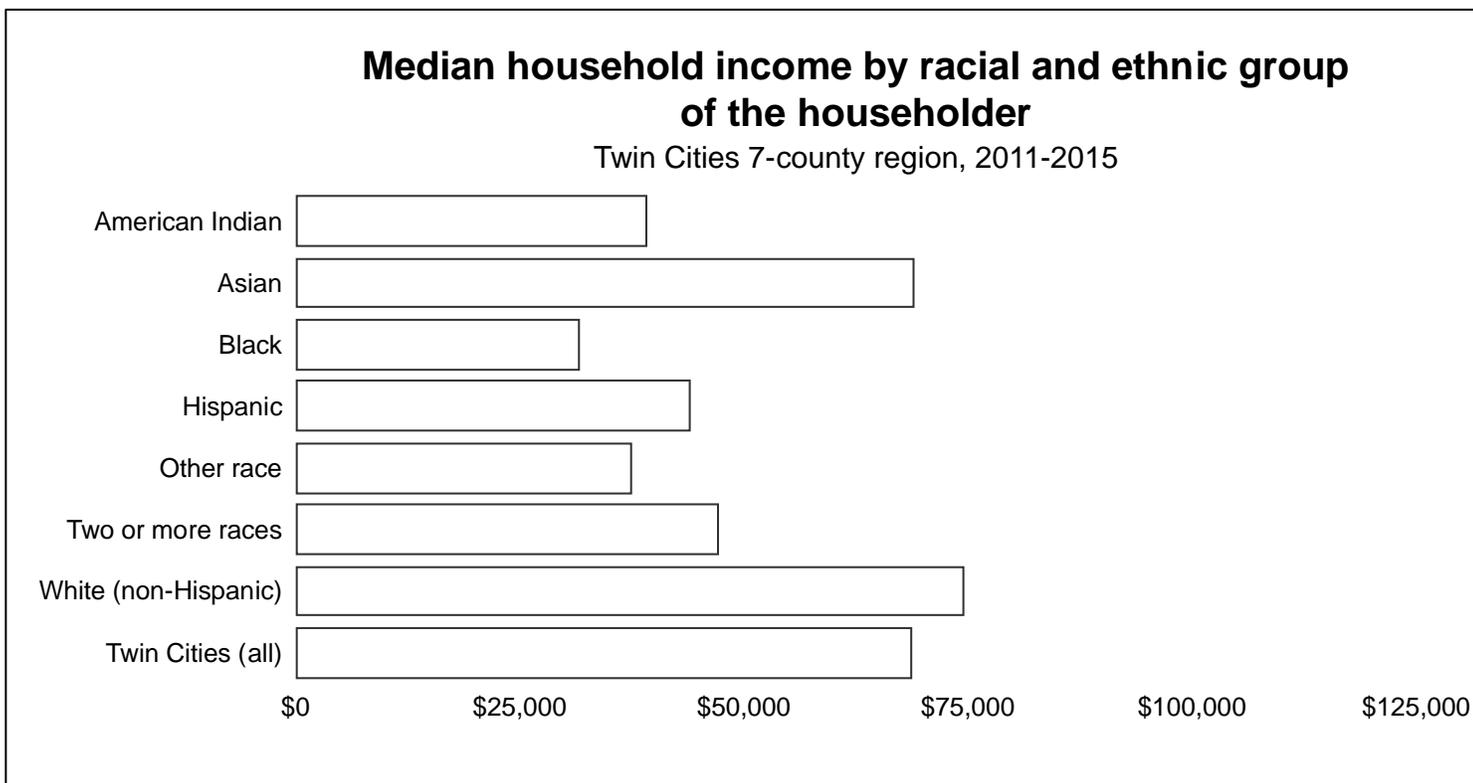
TABLE 4: Individuals Below the Poverty Level by Racial and Ethnic Group, Twin Cities 7 County Region, 2014 (SOURCE: MN COMPASS)



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: Median Household Income by Racial and Ethnic Group of the Householder
 (SOURCE: MN COMPASS)



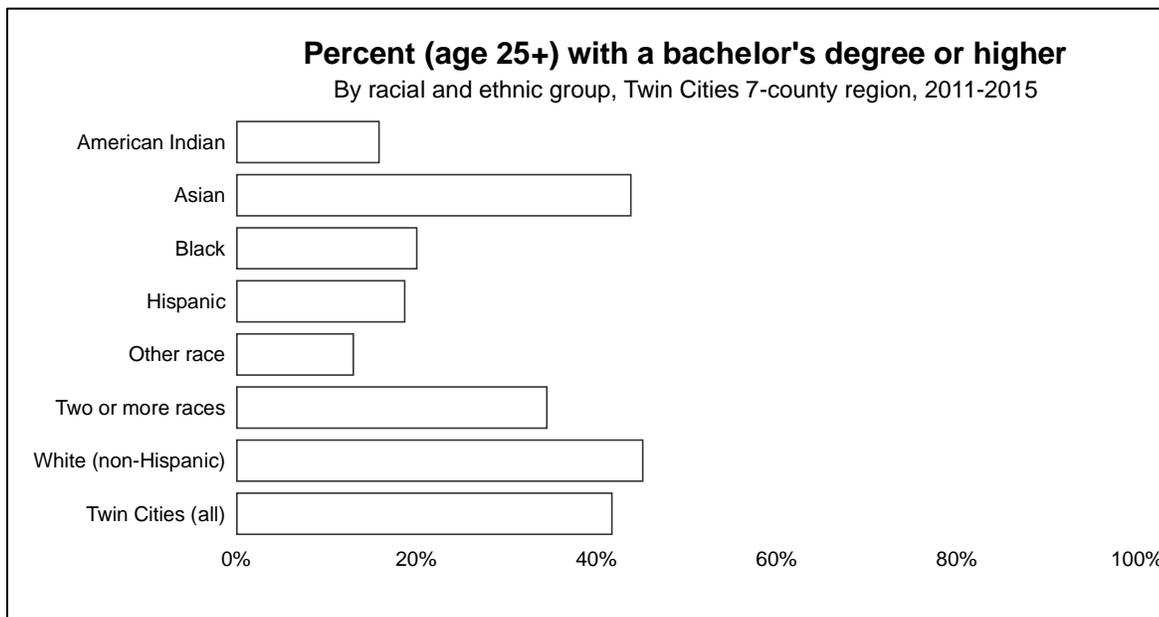
9. Describe the condition of the regional workforce and cite the sources of data and analysis.

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).

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+ with an AA degree or higher	47%
population 25+ with a BA degree or higher	37%

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. 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 (SOURCE: MN COMPASS)



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 (Pay scale, 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 65 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

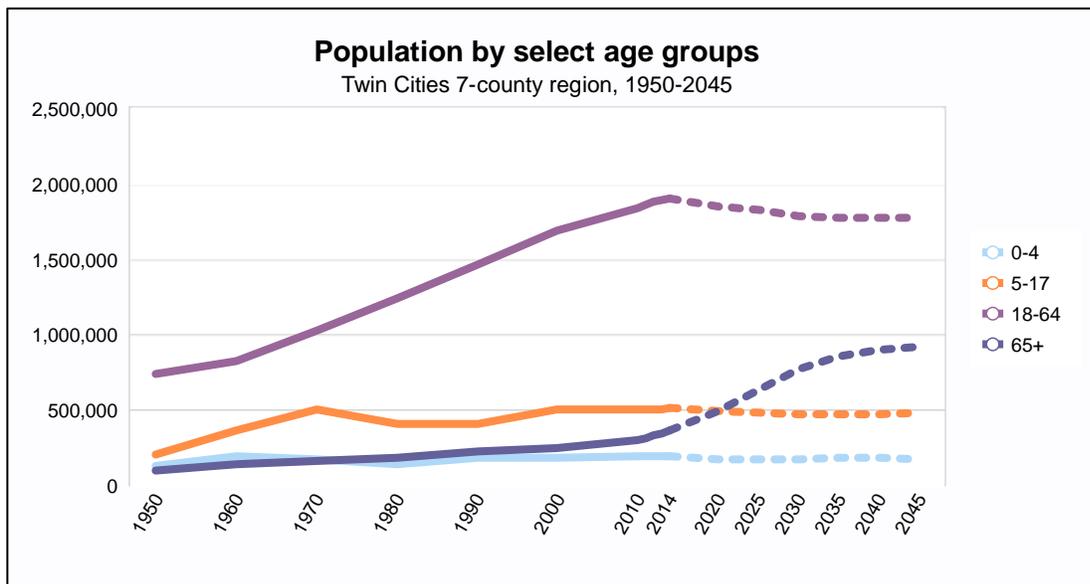
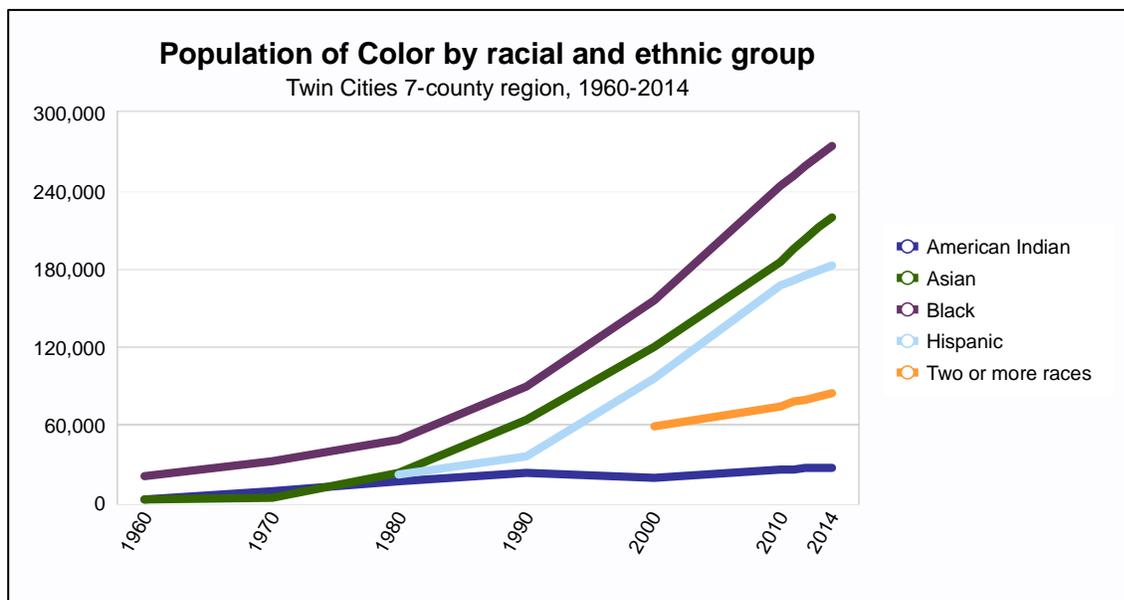


TABLE 9: Population of Color by Racial and Ethnic Group (SOURCE: MN COMPASS)



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: Percent Unemployment by County 2006-2016

Year	Carver	Hennepin	Dakota	Ramsey	Washington	Anoka	Scott
2016	3.3	3.3	3.4	3.6	3.3	3.7	3.2
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), much of the need for workers in coming years can be

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

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 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.)

Additional data that is guiding regional sector work is being provided by RealTime Talent. This data will be incorporated into the sector partnership description in Attachment G. Data include:

- Top jobs requiring 0-2 years' experience and education at AA or less
- Wage range of those top jobs
- Certifications for those top jobs and for the next tier of jobs requiring 3-7 years' experience)
- Top employers and volume of jobs available.

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 that compounds several other barriers. These 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 American Indians (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 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.
- Public transportation costs are a barrier 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 uncertainty about career pursuits. They also report that they don't know where to get training.
- Limited work experience keeps many workers from obtaining their first job, affecting young people and middle-aged adults with 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 race and gender lines, influencing job referrals.
- 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).

Currently there are approximately 132,000-194,000 unemployed or under-employed adults in the region. Nearly 85,000 of these unemployed or under-employed adults are people of color, and almost half of whom are African-American (42,000).

The public sector workforce system includes several core programs, one of which is WIOA. To provide context for this plan, WIOA funds a relatively small amount of workforce services in the metro. Total logins at metro Workforce Centers are just over 216,000 annually with about 20% of those being people of color. Some 52,000 people participate in workshops or utilize resource rooms at the Workforce Centers, about 40% of whom are people of color.

TABLE 12: Metro WIOA Customers 2015

WIOA Adults	812
WIOA Dislocated Workers	1449
WIOA Older Youth	598
WIOA Younger Youth	798
MN Dislocated Worker	6669
% of color	18.7%
Customer Logins (duplicated)	216,419
CRS/Workshop unduplicated	52,506
CRS/Workshop customers of color	40.8%

As another point of reference, the Greater Twin Cities United Way tracks their grantees providing workforce services and reports the following:

TABLE 13: Agency Reported (Annual Reports based on self-report)

Description	2014	2015
Enrolled	8,155	9,011
Placed	4,100	4,424
Black/African American	2,395	2,526
African	595	909
Caucasian	890	1,616
American Indian	94	202
Latino, Latina	196	383
All Other Race/Ethnicity and Unknown	200	611
Asian/Asian American/Pacific Islander	508	551
Average Annual Earnings at Enrollment	\$5,984	\$7,871
Average Annual Earnings at Placement	\$21,298	\$23,973
Average Increase in Earnings	\$15,314	\$16,102
Below 100% FPG (at intake)	3,066	4,931
Between 100% and 200% FPG (at intake)	786	871

United Way data is based on a 9 county (7 core + Chisago and Isanti) service area. United Way funded programs target those living in or near poverty (at or below 200% of the Federal Poverty Guideline. There are 23 programs in the portfolio; all are non-profits with headquarters in Minneapolis or St. Paul and a portion of satellite service locations outside the core. 75% of participants gaining employment in 2014 were living in Minneapolis or St. Paul; 90% were in Hennepin or Ramsey counties.

Other systems and entities provide additional workforce and training services in the region including MNSCU, ABE, and special projects funded by the state or local areas.

This context is important as we look at better aligning resources as it demonstrates both the limitations of focusing on WIOA alone as well as the opportunity to look more broadly at the need for services, especially by specific populations, and how services are delivered. A few highlights:

- The public workforce system’s “higher touch” services are reaching about one-third of the market of unemployed adults.
- Nonprofit/philanthropic partners may be reaching an additional one-third.
- In all cases, we know that placement and retention results for people of color (particularly African-Americans) lags.

A highly functioning regional plan should be able to deliver better results that improve placement and retention for people of color, people with disabilities, and others.

Additional detail on who is currently served by the system and other demographics and maps are available in Attachment J.

Strengths: As noted already, 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 WDBs, and the local WDBs are cooperating on multiple levels.

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 to 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 MN State Colleges & Universities 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, 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 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. 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 is 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, meetings with partners, and other stakeholders during the drafting of this plan (February 2016 – March 2017).

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.

As noted in earlier sections, regional leaders are striving to:

- Provide residents in the region an opportunity to enter the talent development pipeline and progress into economic self-sufficiency by:
- Providing opportunities for individuals to attain economic self-sufficiency through strategies that address skills gaps, housing and transportation barriers.
- Addressing and helping to mitigate workforce system limitations and workplace issues for those experiencing economic and racial disparities, particularly for African Americans and American Indians;
- Ensuring that businesses have access to a skilled workforce and talent pool of racially diverse employees that have the competencies needed to make them globally competitive; and,
- Aligning formal and informal partners to ensure workforce development, education and training resources achieve maximum benefit for individuals and businesses in the region.

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.

The GMWC is committed to creating and sustaining high performing sector partnerships as defined by the National Fund for Workforce Solutions, including ensuring active employer leadership, a focus on outcomes for both customers, focusing on sectors where there is opportunity for people with low-skills to gain employment and advance through career pathways, and utilizing industry-recognized credentials.

Our work to date has sought to deepen sector expertise where it already exists and shape new sector efforts where needed. Four primary data sets were used to shape future pathways: state-level sector data already compiled by the GWDC, regional labor market analysis completed by DEED, Real Time Talent data showing openings in the metro region in our targeted sectors; and, the human intelligence from WDB staff, DEED Business Representatives, and community-based partners such as MSPWin and Greater MSP as well as a host of non-profit service providers. Six sectors have been identified and three are in active development. Three additional sectors will be activated later this year.

For each sector we have identified the proposed lead convener as well as sector manager. The lead convener is an organization or individual identified as a leader and spokesperson for the industry sector. The convener has responsibility, with assistance from the sector manager(s) to recruit and ensure continued engagement by critical partners, especially employers. The sector manager(s) is likely a person with expertise and experience working with public sector workforce programs and policies.

The manager(s) is initially envisioned to largely come from the local WDAs as detailed in Attachment G. This staff time is anticipated to be a contribution to the region from the individual WDAs for the remainder of 2017. As sector strategies are developed, additional funding to support the managers and lead conveners will be sought.

Initially, sector manager(s) will compile an inventory of existing funding directed to that sector today. This should include funds from public sources as well as funds directed to CBOs, MNSCU and other partners that support training for this sector. Additionally, each sector manager will identify how many WIOA participants from each WDA have been trained, placed, and retained in each sector and at what wage levels. This baseline data will help inform future sector strategies.

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

As noted earlier, sector partnerships established through this plan largely build off of existing tables/partnerships. We are using relationships and expertise developed over the past several years and will expand those tables to address metro-wide opportunities. Individual members of the GMWC have been nationally recognized for their sector partnerships. 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.

Attachment G details the make-up of six sector partnerships. In many cases we are looking for the lead convener to be a credible and high level organization or individual with visibility in the industry. They will help recruit and engage business participation. Sector managers, most often staff from a WDA, will be responsible for engaging other partners including training providers, CBOs, ABE, etc.

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. Some sectors have identified career pathways already that will be refined and utilized. For longer-term career pathway development and further exploring the landscape for future sectors, we are exploring the convening of metro-wide 'sector panels' in partnership and alignment with Chambers, MnSCU partners, MnSCU advisory boards, and others. These panels are 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 metro-wide 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 benefitting 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.

In reviewing the data, we also came to recognize that the location of service availability relative to populations in need is not always aligned. We intend to use this analysis in planning regional programs. We also will be sharing much of this data on a regular basis with CBO partners and other public programs serving specific populations and geographies as we develop career pathways. Attachment J provides examples of the maps we have created to begin this analysis.

Working with individuals and organizations with experience and expertise serving these specific populations is essential to success. 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.

In addition to the highest priority of better outcomes for African Americans and American Indians, 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.

In addition to data, we value the on the ground perspective provided by community-based organizations and community members. The opportunity to learn more and enhance skills in working with diverse populations afforded by the Marnita's Table consulting has been valuable. Going forward we envision more interactions with community based organizations representing under-served populations, especially the African American, American Indian and disability community. We look to strong community partners with a history of providing employment and training services to these communities to help the public sector system do better in terms of responding to need, creating welcoming places for services, and helping enhance cultural competency in our staff.

Working together with these partners, we 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 is more there is broad agreement that with limited resources, a collective impact model is the most effective strategy to achieve that vision.

In meetings and conversations held by the GMWC and by Marnita's Table 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. In addition, as noted earlier, we will be building on a successful pilot in Ramsey County that incentivized job seekers to participate in customer groups to provide feedback on the programs and services offered. This feedback was used by staff to improve and change interactions, instruction, and curriculum based on job seeker input. We plan to expand this customer group to include local employers and use continuous improvement techniques across the region.

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 Summer 2017 including:

- 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 is being validated through real-world discussions with the full continuum of stakeholders – job seekers, employment counselors from the public sector workforce system as well as community-based organizations, 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: E&T 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 pathways thinking.

Understanding the core of career pathways thinking, using the six elements outlined by the US Department of Labor AQCP outlined in the diagram at right, the GMWC will build on existing cross-agency partnerships. These partnerships, like the Pipeline Project (as one example) and efforts through the Governor’s Workforce Development Board, have identified likely labor market needs based on location quotient analyses, industry and occupation projections, and other labor market tools. The GMWC will collectively take steps 2 & 3, and then “assign” specific Workforce Development Areas to develop and design programs, as appropriate. Funding and alignment (steps #5 and #6) will take place at both the regional and local level.



19. Describe how the entities responsibility 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.

Industry lead sector partnerships will, however, include opportunities for community-based organizations to inform design of career pathway strategies and employment and training programs. Community-based organizations, in particular those serving the populations of greatest need (African American, American Indian and people with disabilities) will play a critical role in assessing and validating the data and identifying specific barriers that impact successful access and completion of employment, education and training services. Working jointly, we will develop strategies to reduce barriers and improve outcomes for these populations and ensure culturally-relevant career pathways programming is available.

20. Describe how the outcomes will be determined in terms of employment and training services modeling career pathways thinking 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. There will be a significant increase in enrollment into career pathways programs, a higher percentage of those completing career pathways programs, and a higher wage for those participants entering the workforce in targeted sectors.

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.

APPENDIX

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ATTACHMENT A: REGIONAL OVERSIGHT COMMITTEE

Members

- Commissioner Rhonda Sivarajah, Local Elected Official
- Shirley Barnes, Business Chair or designated business member of WDB
- Mayor Betsy Hodges, Local Elected Official
- Laura Beeth, Business Chair or designated business member of WDB
- Commissioner Chris Gerlach, Local Elected Official
- Ann Graves, Business Chair or designated business member of WDB
- Commissioner Jan Callison, Local Elected Official
- Tony Scallon, Business Chair or designated business member of WDB
- Commissioner Toni Carter, Local Elected Official
- Butch Howard, Business Chair or designated business member of WDB
- Commissioner Stan Karwoski, Local Elected Official
- LeeAnn Cox, Business Chair or designated business member of WDB
- TBD

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
- Business organization or trade association
- Business organization or trade association
- Business organization or trade association
- Voice of underserved job seekers
- Regional economic development organization
- Philanthropy engaged in workforce development
- Organized labor
- MnSCU
- Adult Basic Education

ATTACHMENT G: LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

The particular strengths of the regional economy are detailed in the narrative; here 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.

APPENDIX TABLE A

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.

APPENDIX TABLE B

TOP TRADED AND LOCAL CLUSTERS (RANKED BY EMPLOYMENT VOLUME)	Industry Cluster	Number of Firms (2013)	Number of Jobs (2013)	Average Annual Wages (2013)	Location Quotient (2013)
	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.

APPENDIX TABLE C

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 is a significant number of current openings, but may have not appeared above. The table is sorted by number of jobs found now.

APPENDIX TABLE D

JOB OPENINGS IN KEY INDUSTRIES, CLUSTERS, AND SEGMENTS (RANKED BY VOLUME OF OPENINGS)	Industry Cluster	Number of Employers Hiring Now	Number of Jobs Found Now	Median Local Salary	Top Job Titles & Employers
	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>
	Health Care & Social Assistance (NAICS 62)	468	4,417	\$66,300	RN, NA, MA, LPN <i>United Health, Park Nicollet, Allina</i>
	Accommodation & Food Service (NAICS 72)	180	3,645	\$31,600	Asst. Mgr, Team Member, Delivery Driver <i>Pizza Hut, McDonalds, Taco Bell</i>
	Finance & Insurance (NAICS 524)	190	2,020	\$75,450	Teller, Personal Banker, Sr. Business Analyst <i>United Health, multiple banks</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>
	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>
	Management of Companies/Biz Services (NAICS 55)	13	140	\$55,450	Cust Svce Rep, Sales Associate <i>Securian, Sears Financial, Pentair</i>

ADD'L LISTINGS INCLUDE HIGH VOLUME SEGMENTS THAT MAY BE EMERGING AHEAD

SECTOR PARTNERSHIPS

Four primary data sets were used to identify sector priorities: state-level sector data already compiled by the GWDC, regional labor market analysis completed by DEED, Real Time Talent; and, the human intelligence from WDB staff, DEED Business Representatives, and community-based partners. Real Time Talent is providing additional detailed data and analysis for each sector, including:

- Top jobs requiring 0-2 years of experience and education at AA or less
- Wage range of those top jobs
- Certifications for those top jobs AS WELL AS the next tier -- jobs requiring 3-7 years of experience
- Top employers -- volume of jobs available.

For the metro region's sector partnerships, the intent is to build off of existing efforts and leaders when possible. We also want to allow flexibility in the process. Going forward we look to leverage the expertise from Mayer & Mayer, particularly in helping us advance a sector strategy in professional services where we will be dealing with demand from a wide range of industries and trying to aggregate strategies to meet disparate needs.

The following section outlines sector partnerships based on what we know today. Some organizations and individuals are already engaged in sector work. Others listed are who we plan to recruit as the sector partnerships move forward. Many more details will be added as the sectors are convened/re-convened in coming months, including specific individuals, specific staffing (people and amount of time committed to sector work), funds available for regional work, etc.

Metro Region Sector Partnerships – Information Technology

Purpose: The MSP Metro IT Sector Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs.

Rationale for Sector: Building off successful TechHire initiative and the MNSCU Advanced IT Center of Excellence we have already had success designing training curriculum to meet the exacting needs of the fast-evolving information technology sector. There are current openings of 7,934 (Burning Glass Technologies September 2016) and an estimated 200,000 tech jobs between now and 2026.

Occupations in Demand:

- Software developer/engineer (2160 openings)
- Systems analyst
- IT Project manager (1097 openings)
- Network engineer/architect
- Computer support specialist 1727 openings)

Lead Convener: Minnesota High Tech Association, Margaret Anderson Kelliher, CEO

Sector Managers: Tammy Dickinson (Mpls Emp. and Training)

Employer Partners:

- Best Buy
- United Health Group
- US Bank (Dee Hoang, Workforce Planning Manager)
- Accenture

- Target
- Hennepin County (Mike Christensen, Sandy Hvizdos)
- General Mills (Tim Huebsch, Global Business Solutions)

Employment and Training Partners:

- Creating IT Futures
- Prime Digital Academy
- Minnesota Computers for Schools
- Software Guild
- Takoda Institute
- Minneapolis Community and Technical College
- Inver Hills Community College Network Technology & Security (Average salary \$50k-\$90k)

Existing Strategies: IT/Hardware & software/Developer Tracks

New Strategies:

- Dunwoody's Women in Technical Careers DEED Grant
- Guadalupe Alternative Program GAP IT/Customer Service Pathway DEED Grant

Funding and Resources: TBD

Timeline:

February-April	Finalize labor market analysis & one-on-ones
March-April	E&T meeting
April	First sector dialogue
May-June	Program development/enhancements
July-August	Recruitment
Sept-Dec	Training

Metro Region Sector Partnerships -- Construction

Purpose: The MSP Metro Construction Sector Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs.

Rationale for Sector: Several construction related careers are included in High Demand/high Pay long-term projections and require a high school degree plus varying levels of additional certification. The current workforce is also older and significant retirements are anticipated.

Occupations in Demand:

- Construction laborers (19.7% growth between 2012-2022)
- Carpenters (23.5% growth between 2012-2022)
- Electricians (22.5% growth between 2012-2022)
- Plumbers, pipefitters and steamfitters (24.2% growth between 2012-2022)

Job vacancies for industry 1,758 metro only (4th q 2016)

Job vacancies for occupations construction and extraction 1,796 (4th Q 2016)

Employment outlook 2014-2024

- 26,130 openings
- 17,390 replacement openings

Lead Convener: Saint Paul College, Rassoul Dastmozd, President

Sector Manager: John O'Phelan, Ramsey County Workforce Solutions

Employer Partners:

- Collins Electrical Construction Company
- Hunt Electric Corporation
- Muska Electric Company
- Muska Plumbing LLC
- Harris Mechanical
- McGough
- Corval Group
- Swanson & Youngdale
- International Union of Painters and Allied Trades District Council #82
- Nasseff Mechanical
- Total Construction
- Medina Electrical
- CBI
- Pioneer Power
- Scheck Mechanical and Mechanical Operations

Employment and Training Partners:

- Saint Paul College
 - Cabinetmaking
 - Carpentry & Electro-mechanical systems
 - Pipefitting
 - Plumbing
 - Sheet metal/HVAC ducts and fittings
 - Welding
 - Wood finishing techniques
- Associated General Contractors
- Saint Paul Building & Construction Trades Council
- Helmets to Hardhats

- Washington County Workforce Center

Existing Strategies: Trading Up

New Strategies:

- Lifetrack Resources “Women in Construction and Trucking Careers” funded by DEED competitive grants
- St. Paul College “Women in Trade Careers” funded by DEED competitive grants

Funding and Resources:

- MN Job Skills Partnership
- Workforce Solutions (Ramsey County)

Timeline:

March-May	Finalize labor market analysis
April-May	One-on-one employer meetings
April-May	E&T meeting
April	First sector dialogue
May-June	Program development/enhancements
July-August	Recruitment
Sept-Dec	Training

Metro Region Sector Partnerships – Manufacturing

Purpose: The MSP Metro Manufacturing Sector Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs.

Rationale for Sector: This is a legacy industry that is attractive to lower-skilled individuals, where workers can still earn relatively high wages. Job vacancy data indicate that there were 5,536 in 4Q2016 in the metro region in the industry, and 2,298 production occupation vacancies during the same period. Employment projections 2014-2024 show production occupations anticipating a total of 53,900 openings including 49,720 replacement openings.

Occupations in Demand:

Machine operator (2279 openings)

Assembler (2262 openings)

CNC Machinist (1149 openings)

Quality Inspector (1037 openings)

Lead Convener: TBD

Sector Managers: TBD, Washington County and Luann Bartley, Director of Workforce Development, MN Precision Manufacturing Assoc.

Employer Partners:

- Renewal by Andersen
- Specialty Manufacturing Company
- Wyoming Machine

- Andersen Windows
- E. J. Ajax
- Medtronic
- Kurt Manufacturing

Employment and Training Partners:

- Anoka Technical College
- St. Paul College
 - Machining training
 - Welding
 - AutoCAD
 - CNC Operation and programming
 - Blueprint reading
 - Shop math
 - Geometric dimensioning and tolerancing
 - Robotic welding
- Dunwoody
 - Automated systems and robotics
 - Electronics engineering technology
 - Engineering drafting and design
 - Industrial controls and robotics
 - Industrial engineering technology
 - Machine tool technology
 - Mechanical engineering
 - CNC
 - Welding and fabrication
- MCTC courses and certificates
 - LEAN & High Performance Manufacturing
 - Green construction
 - Electrical (residential and commercial)

- Home construction/remodeling & carpentry
- Energy efficient HVAC and radiant heating
- Welding, metal working, machine operation and grinding
- AutoCAD
- Dakota County Technical College
- Soldering Technology (Public and Private); Average Salary: \$37,800; *Class Length 1-3 weeks depending on the type of certification.
- Welding Technology (Manufacturing or Energy Jobs); Average Salary: \$38,340
- Electrical Line workers (Utilities Jobs, Public and Private); Average Salary: \$63,280
- Civil Engineering Technology (Public and Private); Average Salary: \$55,760

Existing Strategies: TBD

New Strategies:

- Hmong American Partnership “Manufacturing and Jobs Training” funded through DEED Pathways to Prosperity
- Hmong American Farmers Association “Piloting a Community-Owned Local Food Processing Social Enterprise” funded through DEED

Funding and Resources: TBD

Timeline:

February-April	Finalize labor market analysis and hold one-on-one employer meetings
February-April	E&T meeting
April	First sector dialogue
May-June	Program development/enhancements
July-August	Recruitment
Sept-Dec	Training

Metro Region Sector Partnerships -- Healthcare

Purpose: The MSP Metro Healthcare Sector Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs. The healthcare sector is a significant part of our economy and represents a significant opportunity. However, there are so many occupations and career pathways that we may elect to focus the metro region work on entry level careers in home health and long-term care.

Rationale for Sector: Estimated to need 32,000 workers between now and 2022 (MN DEED Long-Term Occupation Projections) with median local salary of \$66,300 (Real Time Talent 5/31/16). As of October 2016, there were 4,417 openings (per Real Time Talent). There is 29% expected growth between now and 2022 (High-Growth, High-Pay Industry Segments) and vacancies as follows (4Q16 metro only):

- Personal care and service 4,393
- Healthcare support 2,514
- Healthcare practitioners & tech 3,949
- Total industry vacancies 9,863

Employment outlook 2014-2024 shows openings as follows:

- Healthcare support: 36,320 total openings, with 20,060 replacement openings
- Healthcare practitioners: 56,370 total openings, with 36,230 replacement openings
- Personal care & Service: 52,600 total openings, with 30,630 replacement openings

Occupations in Demand:

- Medical assistant
- Registered nurse
- Psychology
- Surgery and imaging
- Service support (healthcare IT)
- End user support (healthcare IT)
- Access management (healthcare IT)
- Security (healthcare IT)

Lead Convener: TBD

Sector Manager: Healthforce MN or Aging Services of Minnesota (tentative)

Employer Partners:

- Allina
- Fairview
- HealthEast
- Health Partners
- HCMC

Employment and Training Partners:

- Augsburg College
 - Nursing
 - OT
 - Pharmacy
 - Physical therapy
 - Physician assistant
 - Public health

- Healthforce Minnesota representing MNSCU (Anoka Ramsey, Anoka Technical, Century, Dakota, Inver Hills, MCTC, Normandale, North Hennepin and Saint Paul College)
- Goodwill/Easter Seals
 - Medical office training
- Saint Paul College
 - Health information technology
 - Health sciences
 - Health unit coordinator
 - Healthcare informatics
 - Medical lab technician
 - Medical office careers
 - Medical office professional
 - Nursing assistant/home health aide
 - Pharmacy technician
 - Practical nursing
 - Public health
 - Respiratory therapist
 - Sterile processing
- Inver Hills Community College
 - Registered Nurse

Existing Strategies: STEP-UP and C3 Fellows

New Strategies:

- Level Up 2020: America's Promise grant strategies (coaching model career navigation/counseling, classroom and online, work-based learning including registered apprenticeships, fellowships, progressive internships and capstone internships).

Funding and Resources: TBD

Timeline:

August	Finalize labor market analysis
September-October	One-on-one employer meetings
September-October	E&T meeting
November	First sector dialogue
December-Jan 2018	Program development/enhancements
February 2018	Recruitment
April-July 2018	Training

Metro Region Sector Partnerships – Government

Purpose: The MSP Metro Government Sector Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs.

Rationale for Sector: Significant employment and anticipated significant retirements. Strong sustainable career pathways that are within reach of many of our targeted populations.

Occupations in Demand:

- Building operations technician (HC)
- Health advocate (HC)
- Information technology (HC)
- Administrative professional (HC)

Lead Convener: Public Careers Recruitment Collaborative
City of Saint Paul
Hennepin County

Sector Manager: TBD

Employer Partners: Counties, State, Labor Unions

Employment and Training Partners:

- Metro State
- MCTC
- Normandale Community college
- Hennepin Technical
- North Hennepin

Existing Strategies: Hennepin County Career Pathways

<http://www.hennepin.us/-/media/hennepinus/your-government/projects-initiatives/documents/career-pathways-tool.pdf?la=en>

New Strategies: TBD

Timeline: TBD

Metro Region Sector Partnerships – Professional/Business Services

Purpose: The MSP Metro Professional/Business Services Occupational Partnership identifies frontline workforce needs and gaps that exist today and in the future and develops strategies for providing education and training programs to meet those needs.

Rationale for Sector: Business Services is the second highest cluster in terms of employment in the regional economy and employs 207,000 people today. It offers high wages and a wide range of occupations. Because this cluster is very diffuse (headquarters firms, professional services, support services, etc.), this partnership is based on occupational needs rather than a business sector need.

- Office administrative services (28.8% growth 2012-2022)
- Other professional and technical services (25.2% growth 2012-2022)

Occupations in Demand:

- Customer service representative
- Sales associate
- Teller
- Personal banker
- Business analyst

Lead Convener: TBD

Sector Manager: Mike Christensen, Hennepin County

Employer Partners:

Wells Fargo, David Kvamme, CEO
 Ryan Companies, Elizabeth Campbell, Director of Emerging Business Inclusion
 US Bank, Richard Harris, Director of Campus Relations
 Downtown Council, Steve Cramer

Employment and Training Partners:

PPL, May Xiong, Senior Director of Employment and Training Programs
 MCTC, Sharon Pierce, President
 Metro State, Ginny Arthur, President

Existing Strategies: Step-Up

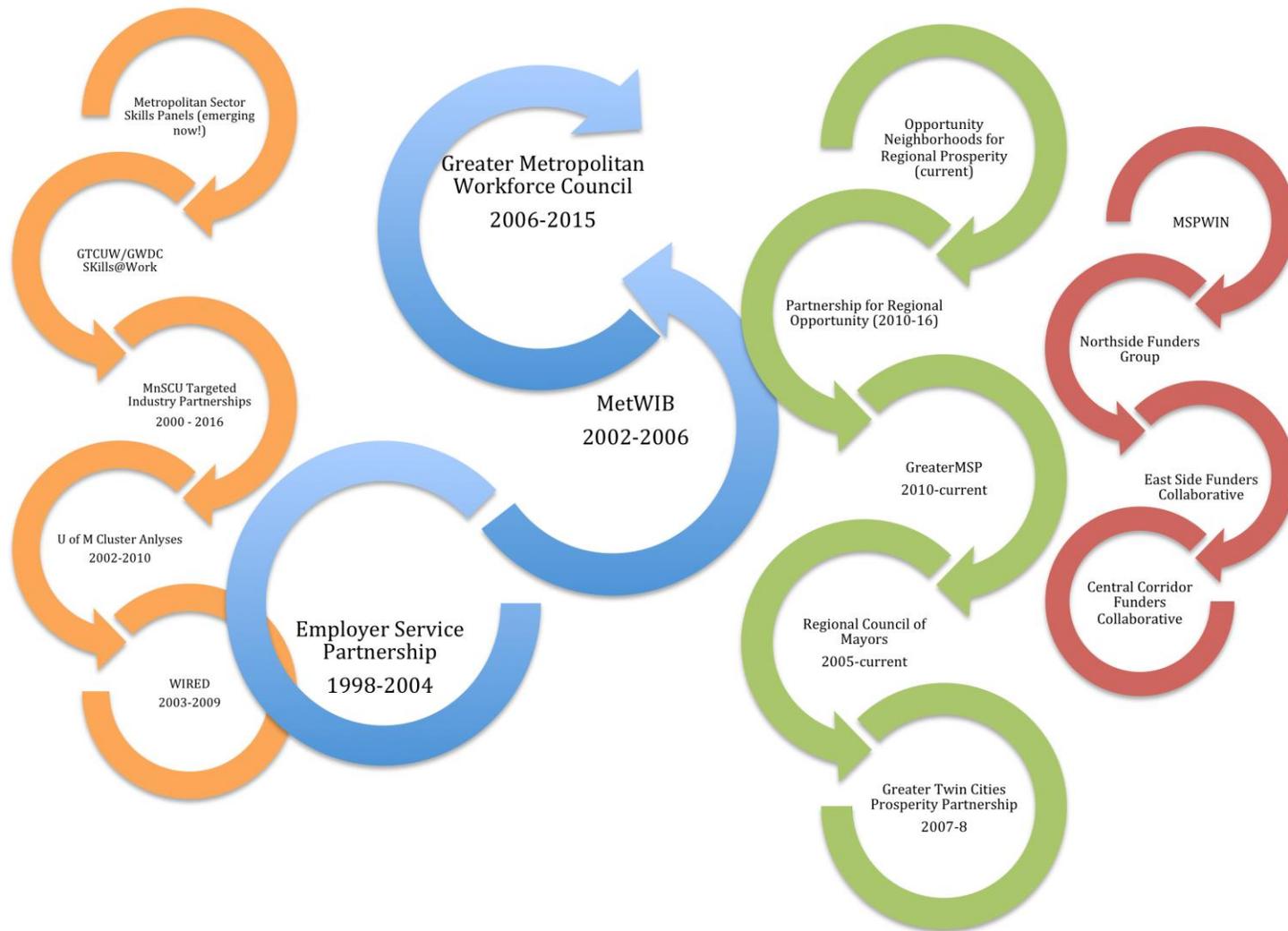
New Strategies: TBD

Funding and Resources: TBD

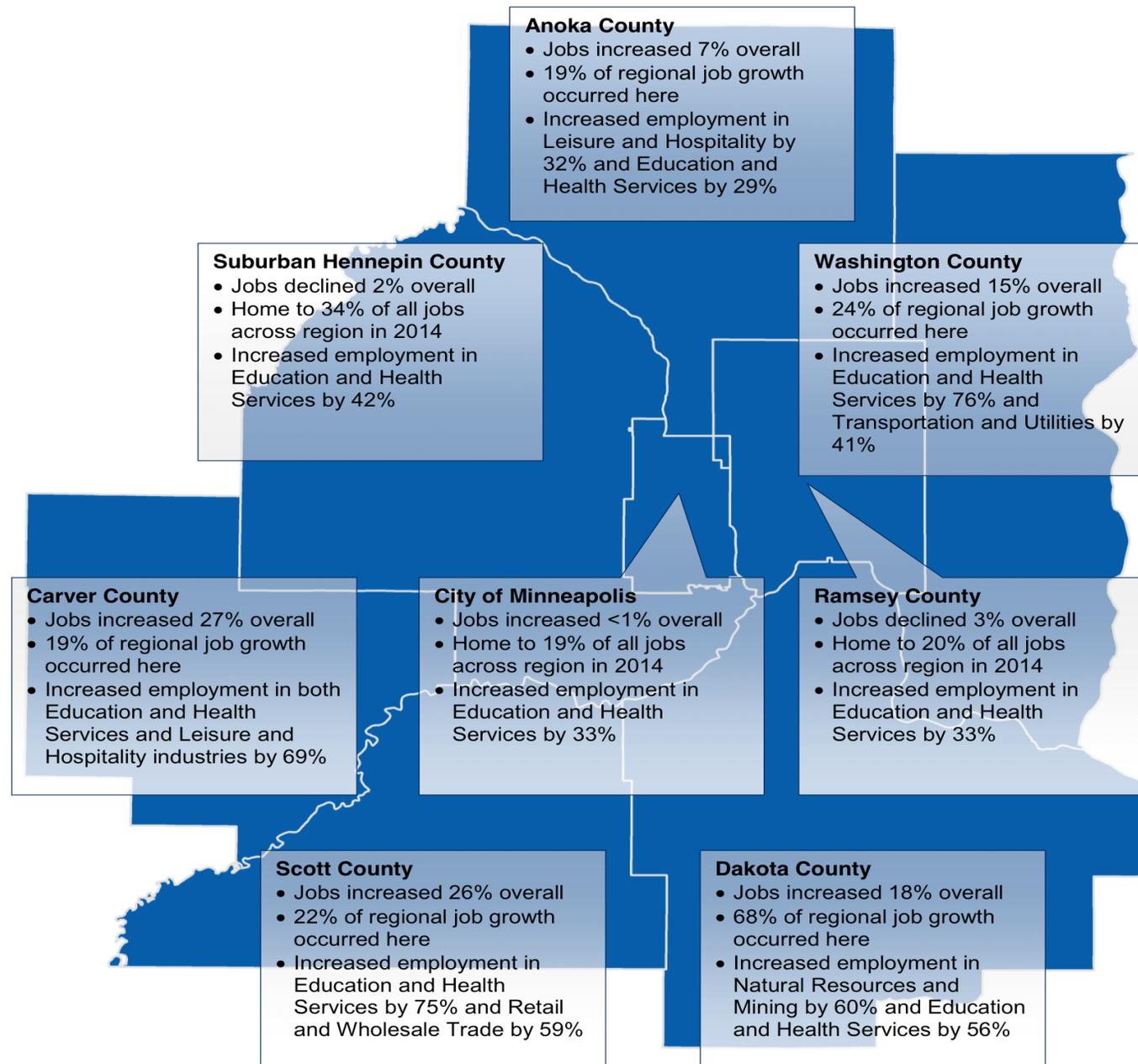
Timeline: TBD

ATTACHMENT H: Overlapping Regional Workforce and Economic Growth Initiatives

Overlapping Regional Workforce and Economic Growth Efforts
1998 - present



ATTACHMENT J: Regional Workforce Data



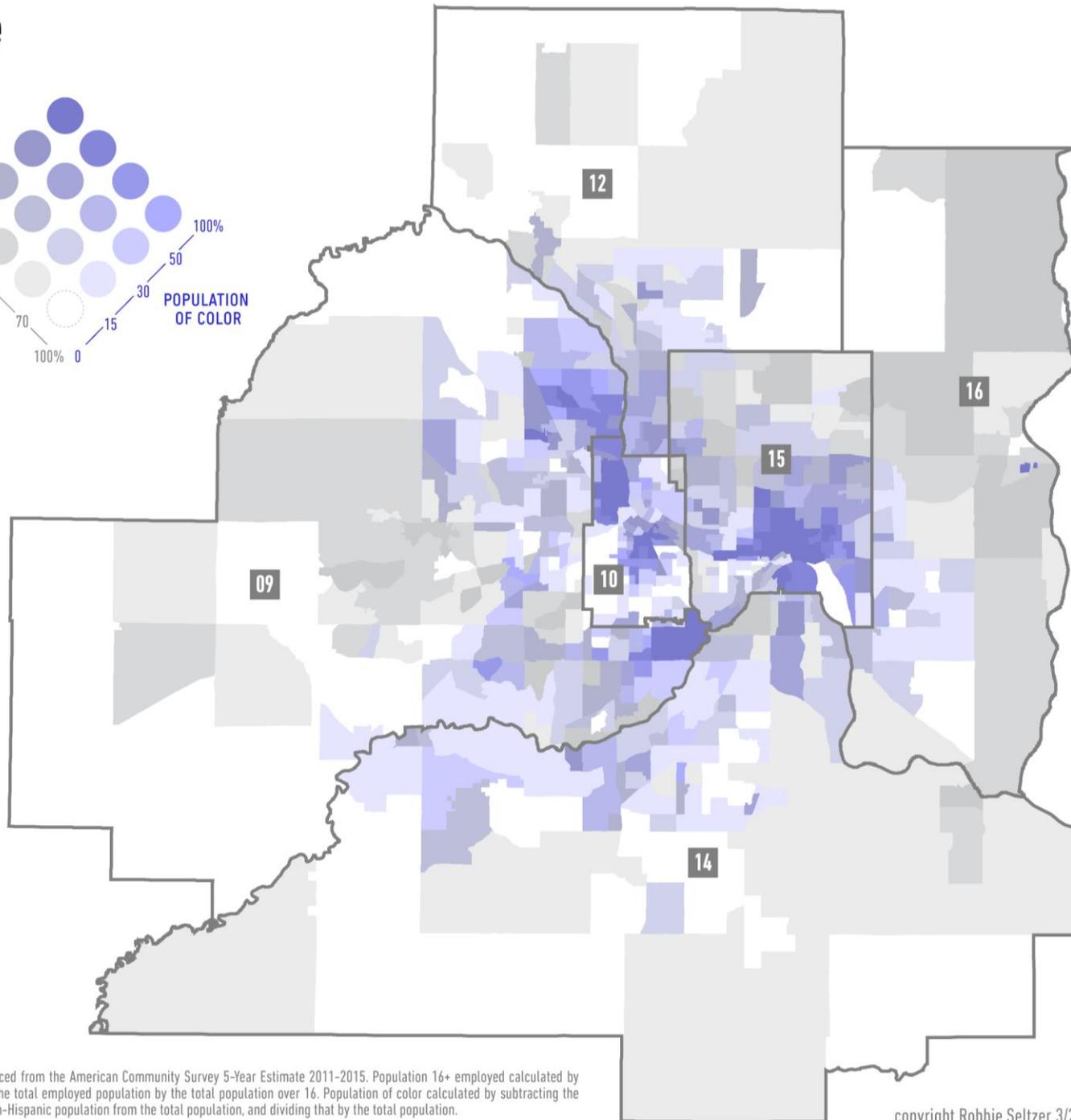
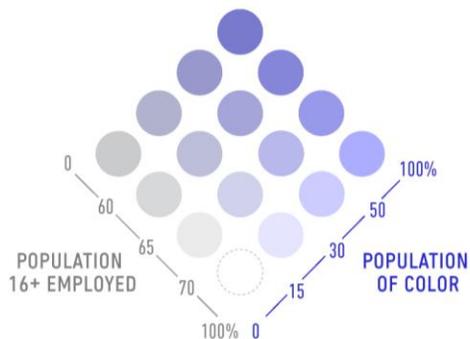
Summary of employment and industry highlights between 2000 and 2014 for Twin Cities sub-regions

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

Employment & Race

Workforce Development Areas

- 09** Hennepin-Carver
- 10** Minneapolis
- 12** Anoka
- 14** Dakota-Scott
- 15** Ramsey
- 16** Washington

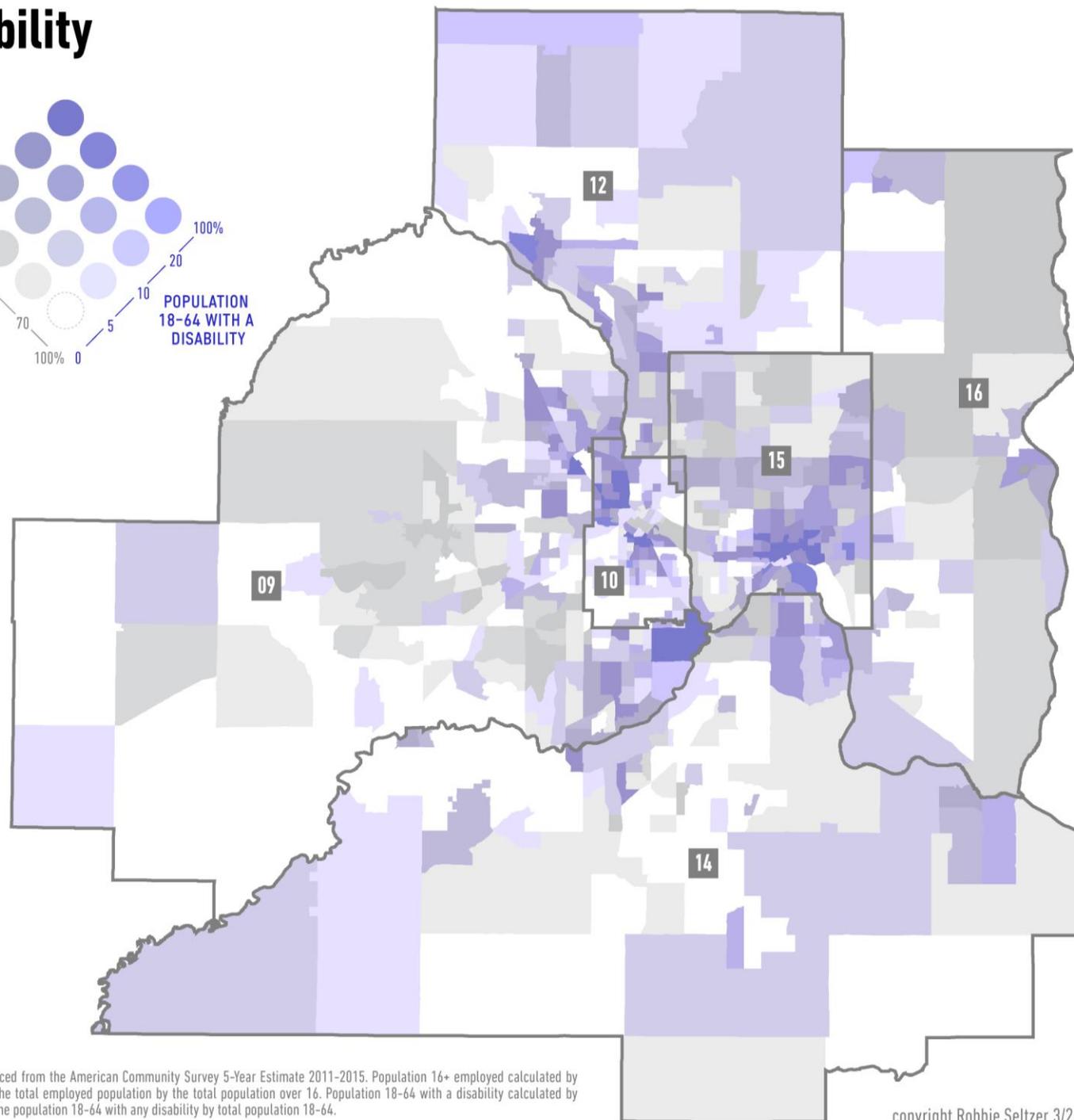
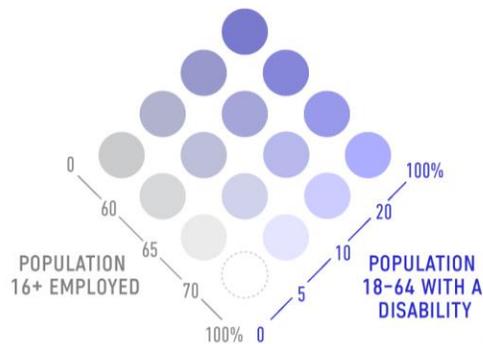


Data sourced from the American Community Survey 5-Year Estimate 2011-2015. Population 16+ employed calculated by dividing the total employed population by the total population over 16. Population of color calculated by subtracting the white, non-Hispanic population from the total population, and dividing that by the total population.

Employment & Disability

Workforce Development Areas

- 09** Hennepin-Carver
- 10** Minneapolis
- 12** Anoka
- 14** Dakota-Scott
- 15** Ramsey
- 16** Washington

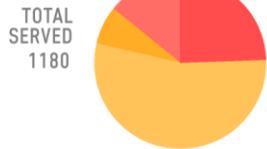


Data sourced from the American Community Survey 5-Year Estimate 2011-2015. Population 16+ employed calculated by dividing the total employed population by the total population over 16. Population 18-64 with a disability calculated by dividing the population 18-64 with any disability by total population 18-64.

Participation in WIOA Programs

ADULTS DISLOCATED WORKERS
 OLD YOUTH YOUNG YOUTH

09 Hennepin-Carver



10 Minneapolis



12 Anoka



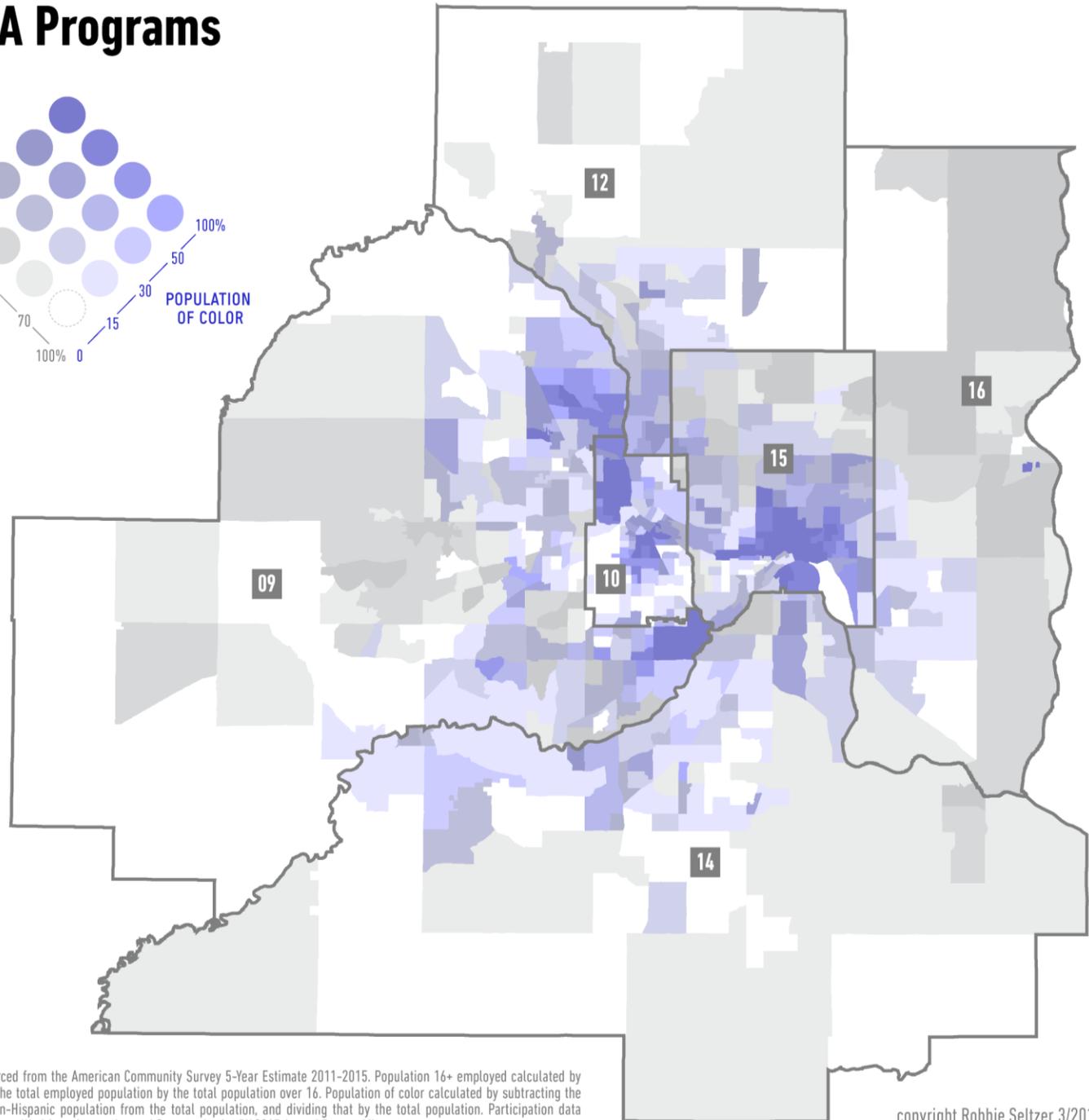
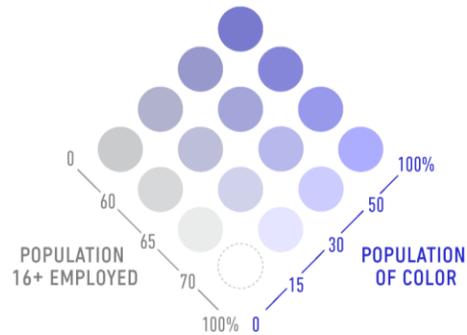
14 Dakota-Scott



15 Ramsey



16 Washington



Data sourced from the American Community Survey 5-Year Estimate 2011-2015. Population 16+ employed calculated by dividing the total employed population by the total population over 16. Population of color calculated by subtracting the white, non-Hispanic population from the total population, and dividing that by the total population. Participation data sourced from Workforce Innovation and Opportunity Act PY 2015 Annual Report: Minnesota.

Resources Accessed at Workforce Centers

COMPUTERS

COMPUTERS + WORKSHOPS

WORKSHOPS

09 Hennepin-Carver

TOTAL SERVED
10450



10 Minneapolis

10327



12 Anoka

7804



14 Dakota-Scott

10092



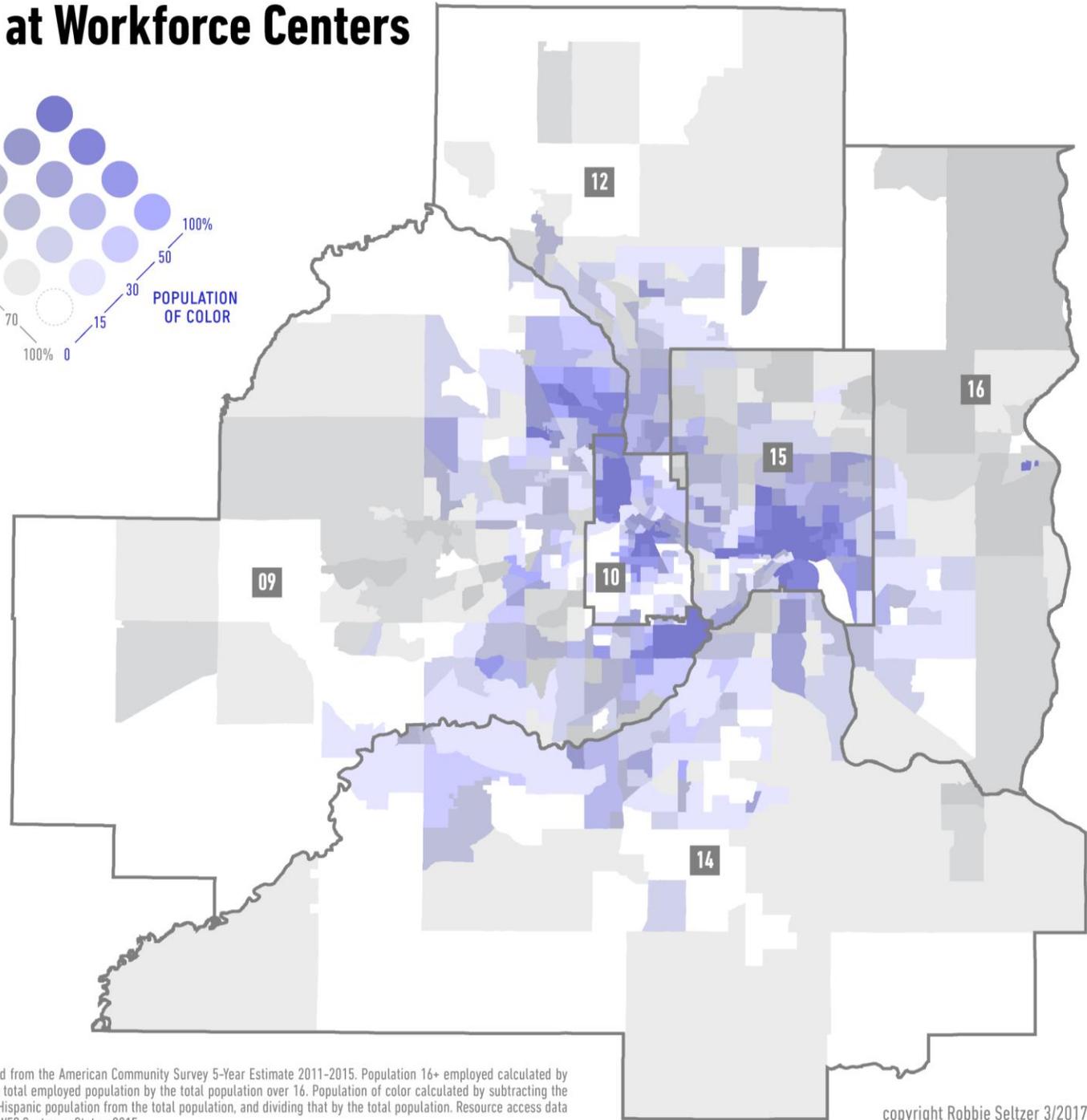
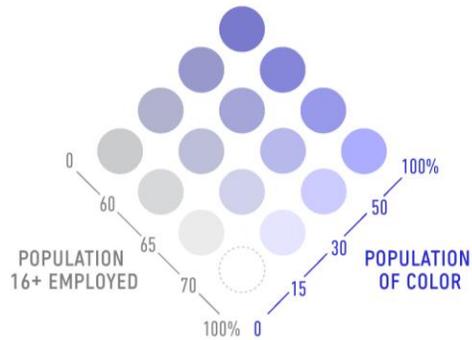
15 Ramsey

9062



16 Washington

4951



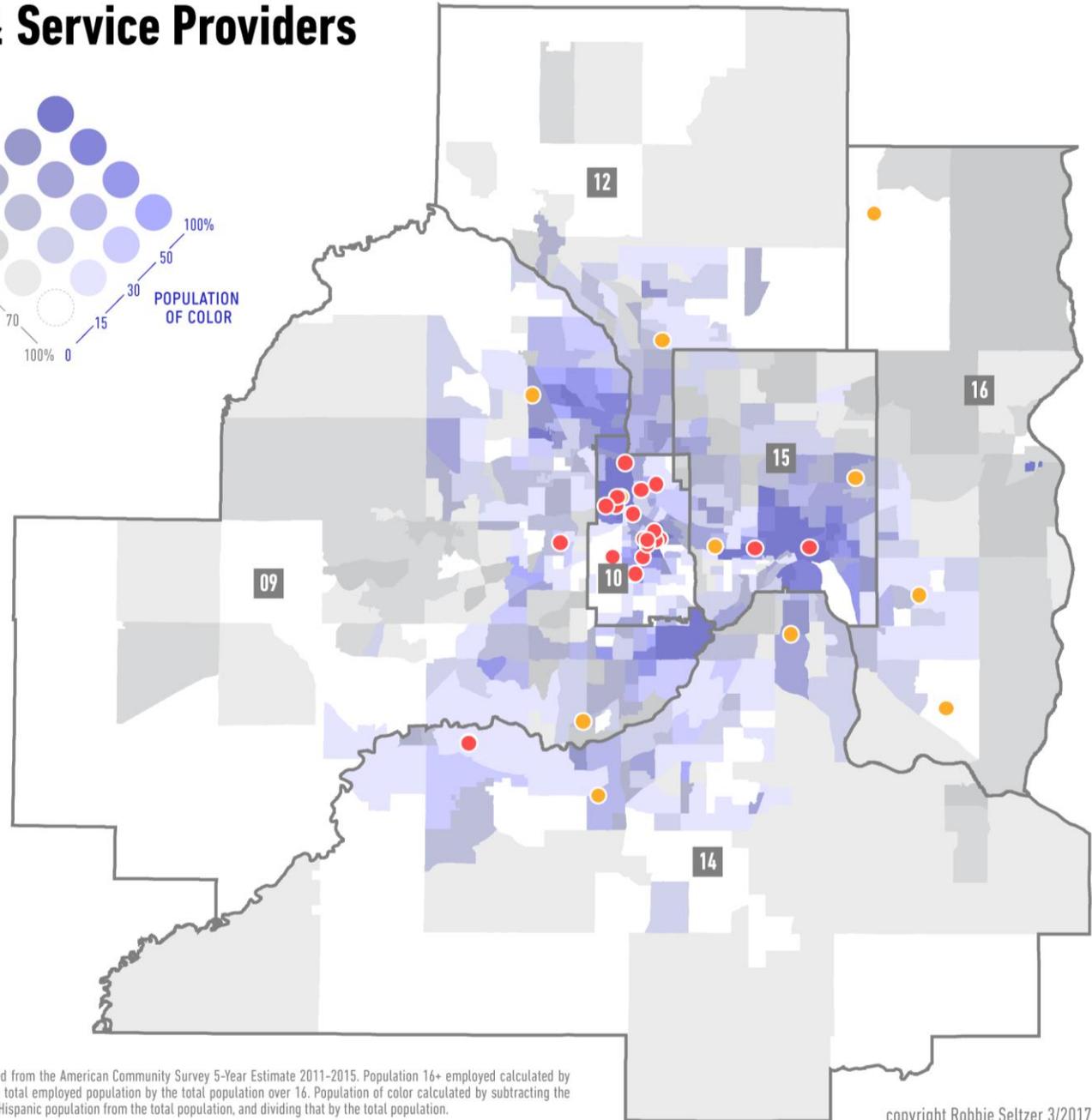
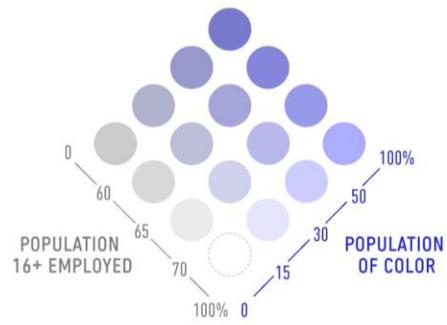
Data sourced from the American Community Survey 5-Year Estimate 2011-2015. Population 16+ employed calculated by dividing the total employed population by the total population over 16. Population of color calculated by subtracting the white, non-Hispanic population from the total population, and dividing that by the total population. Resource access data from Metro WFC Customer Stats - 2015.

Workforce Centers & Service Providers

WORKFORCE CENTERS

WORKFORCE SERVICE PROVIDERS

- 09** Hennepin-Carver
- 10** Minneapolis
- 12** Anoka
- 14** Dakota-Scott
- 15** Ramsey
- 16** Washington



Data sourced from the American Community Survey 5-Year Estimate 2011-2015. Population 16+ employed calculated by dividing the total employed population by the total population over 16. Population of color calculated by subtracting the white, non-Hispanic population from the total population, and dividing that by the total population.

2015 Metro Region WDA Summary

MN Dislocated Worker		
Participants	70,669	
Male	29,770	41.5%
Female	40,897	58.4%
American Indian	41	0.6%
Asian	438	6.6%
Black	668	10.0%
Pacific Islander	9	0.1%
White	58,425	81.3%
Other	88	1.3%
Disabled	343	5.1%
Veteran	261	3.9%

WIOA	
Adults Served	112
Dislocated Workers	1,449
Older Youth (19-21)	198
Younger Youth (14-18)	198
Total Exiters Adult	166
Exiters Dislocated Workers	1,040
Exiters Older Youth	153
Exiters Younger Youth	123

Workforce Center Customers		
Customer Logins (duplicated)	16,419	
Workforce Center Resource Use/Workshop Attendance (Unduplicated)	2,506	
Resource Use Only	3,383	
Workshop and Resource Use	1,493	
Workshop Attendance	1,651	
Male	4,070	47.0%
Female	6,873	53.0%
Disabled	1,103	8.9%
16 or less	131	0.3%
17-22	1,511	9.2%
23-30	1,848	20.1%
31-40	1,201	22.9%
41-50	1,078	22.0%
51+	2,498	25.5%
Hispanic/Latino	1,222	6.3%
White	10,216	59.2%
Black or African American	1,245	31.8%
American Indian/Alaskan	1,932	3.8%
Asian	2,402	4.7%
Native Hawaiian/Other Pacific Islander	159	0.5%
Less than high school	1,195	6.1%
High school or GED	14,499	27.6%
Some college	12,251	23.3%
Vocational School Diploma/ Cert.	1,480	8.5%
Associate's Degree.	1,627	8.8%
Bachelor's Degree	19,950	19.0%
Master's Degree or higher	1,494	6.7%
Veteran	1,338	6.4%
Currently employed	1,237	21.4%

2015 Customer Demographics

	ANOKA		DAKOTA-SCOTT		HENNEPIN-CARVER		MPLS. ST. LOUIS		RAMSEY		WASHINGTON		TOTAL	%
Gender (96.63% of CRS customers responded)														
Male	42.70%	2,923	43.27%	4,246	49.69%	5,041	51.16%	5,134	50.73%	4,721	41.77%	2,005	24,070	47.00%
Female	57.30%	3,922	56.73%	5,566	50.31%	5,103	48.84%	4,902	49.27%	4,585	58.23%	2,795	26,873	53.00%
Disabled (87.21% responded)														
Yes	9.40%	581	8.43%	755	7.56%	692	9.58%	877	10.05%	844	8.19%	354	4,103	8.89%
No	90.60%	5,597	91.57%	8,200	92.44%	8,463	90.42%	8,274	89.95%	7,558	91.81%	3,967	42,059	91.11%
													46,162	
Age on 01/15/2016 (94.83% responded)														
16 or less	0.25%	17	0.21%	20	0.17%	17	0.46%	44	0.26%	23	0.23%	10	131	0.27%
17 - 22	10.73%	721	10.45%	989	4.62%	460	11.10%	1,065	10.12%	909	8.60%	367	4,511	9.21%
23 - 30	19.98%	1,342	21.45%	2,030	14.82%	1,474	23.40%	2,246	21.60%	1,940	19.11%	816	9,848	20.11%
31 - 40	22.94%	1,541	23.73%	2,245	21.13%	2,102	24.74%	2,375	22.45%	2,017	21.57%	921	11,201	22.87%
41 - 50	22.42%	1,506	21.38%	2,023	23.74%	2,361	20.33%	1,951	21.86%	1,964	23.03%	983	10,788	22.03%
51+	23.68%	1,591	22.78%	2,155	35.52%	3,533	19.97%	1,917	23.71%	2,130	27.45%	1,172	12,498	25.52%
													48,977	
Hispanic/Latino (97.68% responded)														
Yes	4.78%	331	10.04%	988	4.11%	421	6.04%	595	6.48%	606	5.78%	281	3,222	6.31%
No	95.22%	6,589	89.96%	8,849	95.89%	9,820	93.96%	9,256	93.52%	8,740	94.22%	4,578	47,832	93.69%
													51,054	
Race (93.55% of CRS responded, Individuals may select more than one.)														
White	74.68%	4,949	69.03%	6,318	69.71%	6,859	36.64%	3,527	55.00%	4,885	79.82%	3,678	30,216	59.18%
Black or African American	21.20%	1,405	26.53%	2,428	25.90%	2,549	60.21%	5,795	37.82%	3,359	15.39%	709	16,245	31.82%
American Indian / Alaskan Native	4.80%	318	4.18%	383	2.31%	227	5.05%	486	4.39%	390	2.78%	128	1,932	3.78%
Asian	3.12%	207	4.61%	422	5.07%	499	3.01%	290	8.28%	735	5.40%	249	2,402	4.70%
Native Hawaiian / Other Pacific Islander	0.45%	30	0.68%	62	0.38%	37	0.47%	45	0.72%	64	0.46%	21	259	0.51%
													51,054	
Education (100.00% responded)														
Less than high school	7.00%	496	6.69%	675	3.09%	323	8.41%	868	6.70%	643	3.84%	190	3,195	6.09%
High school or GED	31.69%	2,245	27.86%	2,812	18.16%	1,898	32.09%	3,314	28.72%	2,755	29.80%	1,475	14,499	27.62%
Some college	24.05%	1,704	24.26%	2,448	20.95%	2,189	24.16%	2,495	23.99%	2,302	22.48%	1,113	12,251	23.34%
Vocational School Diploma/ Cert.	10.12%	717	8.71%	879	8.24%	861	6.82%	704	8.91%	855	9.37%	464	4,480	8.53%
Associate's Degree.	9.16%	649	9.52%	961	9.49%	992	7.04%	727	8.28%	794	10.18%	504	4,627	8.81%
Bachelor's Degree	13.92%	986	17.54%	1,770	29.30%	3,062	15.49%	1,600	17.25%	1,655	17.72%	877	9,950	18.95%
Master's Degree or higher	4.05%	287	5.42%	547	10.76%	1,124	5.99%	619	6.15%	590	6.61%	327	3,494	6.66%
													52,496	
U.S. Military veteran (100.00% responded)														
Yes	6.68%	473	6.05%	611	7.91%	827	5.06%	523	6.09%	584	6.46%	320	3,338	6.36%
No	93.32%	6,611	93.95%	9,481	92.09%	9,622	94.94%	9,804	93.91%	9,011	93.54%	4,630	49,159	93.64%
													52,497	
Currently Employed (100.00% responded)														
Yes, full-time	21.88%	1,550	25.43%	2,566	16.53%	1,727	18.98%	1,960	21.78%	2,090	27.15%	1,344	11,237	21.41%
Separation Notice	1.71%	121	1.55%	156	2.13%	223	1.50%	155	1.49%	143	1.88%	93	891	1.70%
No	76.41%	5,413	73.03%	7,370	81.34%	8,499	79.52%	8,211	76.73%	7,362	70.97%	3,513	40,368	76.90%
													52,496	
Primarily employed in farm-work (100.00% responded)														
Yes	0.40%	28	0.49%	49	0.36%	38	0.53%	55	0.52%	50	0.20%	10	230	0.44%
No	99.60%	7,056	99.51%	10,043	99.64%	10,411	99.47%	10,271	99.48%	9,545	99.80%	4,940	52,266	99.56%
													52,496	

2015 WIOA Performance

		Anoka		Dakota-Scott		Hennepin-Carver		Mpls. & Co.		Ramsey		Washington		Total Served
Adults Served		16	241	288	130	133	4	812						
Dislocated Workers		116	257	640	178	196	62	1449						
Older Youth (19-21)		21	39	85	292	148	13	598						
Younger Youth (14-18)		32	88	167	295	194	22	798						
Total Exited Adult		8	197	220	57	82	2	566						
Exiters Dislocated Workers		82	191	499	94	116	58	1040						
Exiters Older Youth		10	12	34	76	117	4	253						
Exiters Younger Youth		28	56	97	326	202	14	723						
Reported Information		Negotiated Performance Level	Actual Performance Level											
Customer Satisfaction														
Program Participants		77	80	77	80	77	80	77	80	77	80	77	80	
Employers		78	71	78	71	78	71	78	71	78	71	78	71	
Entered Employment Rates														
Adults		82	80	82	79	82	81	82	50	82	82	82	100	
Dislocated Workers		85	98	85	82	85	76	85	82	85	88	85	93	
Older Youth		72	100	78	100	78	69	73	75	76	76	73	80	
Retention Rates														
Adults		86	75	86	89	86	86	86	100	86	89	86	88	
Dislocated Workers		92.5	93	82.5	92	92.5	93	92.5	97	92.5	92	92.5	98	
Older Youth		85	100	88	56	88	88	85	82	85	90	83	100	
Younger Youth		84	80	84	86	94	95	79	74	85	80	75	100	
Six-Months Average Earnings														
Adults		\$13,780	\$15,934	\$13,780	\$15,715	\$13,780	\$13,245	\$13,780	\$18,671	\$13,780	\$14,307	\$13,780	\$13,443	
Dislocated Workers		\$20,246	\$23,559	\$20,246	\$28,137	\$20,246	\$29,013	\$20,246	\$22,730	\$20,246	\$22,012	\$20,246	\$26,865	
Six-Months Earnings Increase														
Older Youth		\$5,500	\$5,805	\$5,500	\$6,130	\$5,500	\$2,632	\$3,800	\$3,746	\$4,800	\$4,919	\$4,000	\$4,717	
Credential/Diploma Rate														
Adults		73	60	73	52	73	78	73	70	73	70	73	100	
Dislocated Workers		69	91	69	79	69	53	69	63	69	59	69	74	
Older Youth		58	100	58	70	58	31	53	50	55	47	55	50	
Younger Youth		88	100	88	83	88	65	88	80	84	74	83	67	
Skill Attainment Rate														
Younger Youth		94	98	94	100	94	92	94	94	91	95	90	100	
Placement in Employment of Education														
Youth (14-21)		N/A	78	N/A	54	N/A	75	N/A	52	N/A	67	N/A	88	
Attainment of Degree or Certificate														
Youth (14-21)		N/A	46	N/A	38	N/A	57	N/A	7	N/A	32	N/A	40	
Literacy or Numeracy Gains														
Youth (14-21)		N/A	0	N/A	0	N/A	0	N/A	25	N/A	9	N/A	40	

Employment Status by Race (Source: American Community Survey Estimates 2011-2015)

	Minnesota			Anoka County			Carver County			Dakota County		
	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate
White alone	3,726,637	70.0%	4.8%	233,028	73.1%	5.6%	67,746	75.9%	3.6%	275,074	73.9%	4.2%
Black or African American alone	207,618	68.8%	14.7%	11,254	72.1%	17.6%	754	91.1%	9.3%	14,544	77.9%	12.8%
American Indian and Alaska Native alone	40,430	58.6%	16.3%	1,766	61.6%	11.2%	111	64.0%	35.2%	920	70.4%	11.0%
Asian alone	178,905	70.4%	6.4%	10,381	72.4%	4.5%	1,861	77.5%	3.4%	14,227	75.2%	6.1%
Native Hawaiian and Other Pacific Islander alone	1,539	74.7%	5.4%	118	72.9%	10.3%	49	24.5%	0.0%	51	100.0%	7.8%
Some other race alone	54,771	77.4%	9.4%	3,765	78.6%	10.3%	356	86.0%	5.2%	7,178	76.6%	7.0%
Two or more races	71,241	71.0%	11.5%	4,600	69.0%	8.2%	926	71.8%	8.9%	5,485	80.1%	14.0%
Hispanic or Latino origin (of any race)	172,540	75.0%	9.1%	8,430	78.1%	8.8%	2,410	72.7%	1.7%	16,592	78.3%	6.5%
White alone, not Hispanic or Latino	3,620,271	69.9%	4.7%	229,035	73.0%	5.6%	65,825	76.1%	3.7%	266,436	73.8%	4.2%

	Hennepin County			Ramsey County			Scott County			Washington County		
	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate	Total	Labor Force Participation Rate	Unemployment rate
White alone	744,849	72.8%	4.7%	308,279	69.1%	5.1%	89,348	77.2%	4.1%	170,284	71.4%	4.5%
Black or African American alone	102,042	68.0%	14.2%	40,630	71.4%	16.2%	2,865	65.8%	11.5%	6,590	69.5%	6.9%
American Indian and Alaska Native alone	6,245	57.9%	13.7%	2,481	62.0%	17.0%	688	51.6%	13.0%	751	39.4%	9.1%
Asian alone	62,544	71.7%	5.5%	48,564	64.6%	9.2%	5,908	78.4%	4.4%	9,321	76.2%	7.2%
Native Hawaiian and Other Pacific Islander alone	318	65.1%	13.5%	146	66.4%	0.0%	167	100.0%	0.0%	82	100.0%	0.0%
Some other race alone	20,146	79.4%	8.9%	6,918	75.8%	12.7%	1,360	77.8%	10.3%	1,217	81.2%	15.8%
Two or more races	21,500	74.3%	10.5%	10,401	67.8%	14.9%	1,471	75.5%	18.9%	3,138	68.7%	6.4%
Hispanic or Latino origin (of any race)	52,578	77.9%	7.4%	25,423	74.1%	11.7%	4,117	79.5%	8.8%	6,049	68.9%	9.9%
White alone, not Hispanic or Latino	714,938	72.6%	4.6%	292,370	68.9%	4.8%	87,135	77.1%	4.0%	166,009	71.6%	4.4%

Employment Status by Disability Status (Source: American Community Survey Estimates 2015)

	Minnesota	Anoka County	Carver County	Dakota	Hennepin	Ramsey	Scott	Washington
Total:	3,376,832	216,477	61,136	258,435	791,882	339,713	86,963	153,331
In the labor force:	2,834,003	184,775	53,461	224,030	669,279	277,955	75,876	128,151
Employed:	2,720,268	177,761	52,071	215,768	640,368	262,956	73,413	125,080
With disability:	141,257	8,877	1,912	9,657	29,308	15,213	3,268	5,855
No disability	2,579,011	168,884	50,159	206,111	611,060	247,743	70,145	119,225
Unemployed:	113,735	7,014	1,390	8,262	28,911	14,999	2,463	3,071
With disability:	15,043	810	7	734	4,800	1,740	137	469
No disability	98,692	6,204	1,383	7,528	24,111	13,259	2,326	2,602
Not in labor force:	542,829	31,702	7,675	34,405	122,603	61,758	11,087	25,180
With disability:	141,330	8,795	1,354	7,649	29,726	18,142	2,495	4,956
No disability	401,499	22,907	6,321	26,756	92,877	43,616	8,592	20,224

High Growth, High Pay Occupations 2012-2022 (sorted by # projected jobs)

(See Bubble Chart on next page for graphic depiction of these data)

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

High Growth, High Wage Industries, Twin Cities 2012-2022

Size of bubbles represents percent change / growth of industry

