

Local Plan

Minnesota's Workforce Development System Under WIOA

Program Years 2018 & 2019

Submitted by

RWDA: Region 3 Leadership & Planning Board (R3LPB)

LWDA:

5 – Central Minnesota Jobs and Training Services, Inc. (CMJTS)
Local Workforce Development Board (CMJTS LWDB)

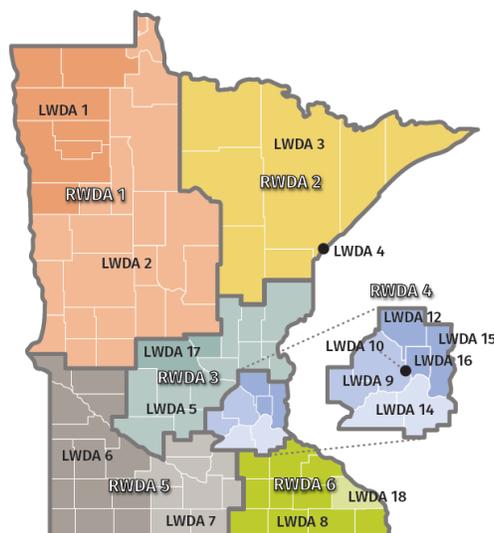
INTRODUCTION

The purposes of the WIOA are the following:

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

Workforce Development Areas

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



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

Minnesota's Vision for the Workforce Development System

Vision Statement:

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

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

Mission:

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

Rationale:

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

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

SECTION B: LOCAL PLAN

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

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

The Central Minnesota Jobs and Training Services, Inc. (CMJTS) Workforce Development Board, also known as Central Minnesota Workforce Development Board (CMJTS LWDB), has designated one comprehensive One-Stop center in Local Workforce Development Area 5 (LWDA 5), located at 406 7th Street East, Monticello, MN 55362, that provides access to the services of all required partners.

For a One-Stop to be designated a comprehensive center, it must demonstrate that the following criteria have been met:

- Access to the services of the four core programs: WIOA Adult, Dislocated Worker and Youth formula programs (Title I); Adult Education and Literacy Act programs (Title II); Wagner-Peyser Act Employment Services (Title III); and Rehabilitation Act Title I programs (Title IV)
- Additionally, the following partner programs are required to provide access through the One-Stops: Career and Technical Education (Perkins), Community Services Block Grant, Indian and Native American Programs, HUD Employment and Training Programs, Job Corps, Local Veterans' Employment Representatives and Disabled Veterans' Outreach Program, National Farmworker Jobs Program, Senior Community Service Employment Program, Temporary Assistance for Needy Families (TANF), Trade Adjustment Assistance Programs, Unemployment Compensation Programs, and YouthBuild.

A local board may also recognize affiliate, specialized, and standalone partner sites as long as one or more of the One-Stop partners' programs, services, and activities are made available to jobseekers and business at that site, with the following exception: the NPRMs do reaffirm that standalone Wagner-Peyser offices are prohibited—a Wagner-Peyser office cannot serve as an affiliated site without at least one other required partner.

Any affiliate site operator(s) must provide a specific list of services and a description of each service available at the affiliate or standalone site.

Requests for affiliate, specialized, and standalone partner site consideration will be submitted to the CMJTS LWDB. At this time, the CMJTS LWDB has no plans of expanding services in multiple sites. The CMJTS LWDB includes members from the core title providers and has received approval from the governor to maintain local area designation as Local Workforce Development Area 5, formally referred to as Workforce Service Area 5. Also, pursuant to WIOA section 107, LWDA 5 has been designated for inclusion in Regional Workforce Development Area 3.

All removals and additions of LWDA 5 WorkForce Centers (WFC) and affiliate sites must be approved by the CMJTS Joint Powers Board (CMJTS JPB).

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

Connectivity and coordination occurs throughout the workforce development area through open and regular communication between partner program management. This communication may occur in person or by phone, mail, email, or other means deemed appropriate for the subject matter being addressed. Issues such as WFC operations, policy determination/clarification, staffing issues, opportunities for collaboration, successes and best practices, accessibility of partner programs and services, and partner program updates, including, but not limited to, staffing, budgets, and services, are addressed as necessary and/or beneficial. This group of partner managers includes CMJTS program managers for WIOA Youth, Adult, and Dislocated Worker programs, and public assistance programs, including MFIP and SNAP, Pine Technical and Community College public assistance programs, DEED Job Service, and Vocational Rehabilitation Services. In addition to the communication described above, Region 3's One-Stop Operator (OSO) will convene regular regional WFC Memorandum of Understanding (MOU) service provider partner meetings.

Further connectivity and coordination occurs through WFC team meetings at each of the WFCs located in LWDA 5. These meetings occur as needed. Partner representation may include staff, supervisors, and managers for WIOA Youth, Adult, and Dislocated Worker programs, SCSEP, public assistance programs, including MFIP and SNAP, DEED Job Service, Veteran Services, Adult Basic Education (ABE), Vocational Rehabilitation Services (VRS), and other partners present at the involved location.

Further coordination and connectivity between physical sites is achieved through the itinerant staff that routinely travel between WFCs, such as the DEED field operations regional manager, Veterans representatives, and Job Service staff who conduct workshops, such as Creative Job Search, at many local centers. These staff have the opportunity to share ideas on how to effectively collaborate within a center, as they can take and share best practices from multiple WFCs.

Additionally, a team comprised of core partner managers, including WIOA, Adult, and Dislocated Worker programs, DEED Job Service, ABE, and VRS, has completed a seven-week course provided by Acumen, *The Course for Human-Centered Design*. Brainstorming and focus group listening sessions were held to generate ideas, create concepts, and prototype solutions for problems common to multiple sites within LWDA 5. This group plans to meet on a regular basis and implement regional staff meetings to ensure consistency in the use of proven solutions.

Finally, CMJTS employs business service coordinators and business service specialists who conduct business outreach and provide workforce development resources to businesses. CMJTS also collaborates with DEED's workforce strategy consultant to ensure stakeholder engagement and coordinated service delivery.

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

The CMJTS LWDB brings many separate partners together to more effectively and efficiently deliver an array of services, including job preparation, job search assistance, job placement, and supportive services. All required partners in the LWDA 5 One-Stop collaborate to ensure strong relationships with business, industry, and post-secondary education, and the continued support of the CMJTS LWDB.

Partner managers, supervisors, and staff meet often and in a variety of settings to discuss activities, results, and opportunities for further collaboration to benefit the CMJTS LWDA.

Additionally, the CMJTS LWDB and subcommittee membership includes many service providers, including Wagner-Peyser, Adult Basic Education, and Vocational Rehabilitation Services.

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

The current hours of operation at our comprehensive WFC and affiliate sites are from 8 am to 4:30 pm, Monday through Friday. Non-traditional hours are available to accommodate special needs, such as evening facilitation of workshops and participation in local job fair events. Additional strategies to maximize customer services will be considered, especially for those customers with barriers.

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

WIOA identifies specific areas of Career Services. The CMJTS LWDB ensures the provision of these services to youth and adults, including dislocated workers, through the One-Stop delivery system:

- Outreach
- Intake and orientation
- Initial assessment
- Labor exchange services
- Eligibility determination for services
- Referrals to programs
- Performance and cost information
- Information on unemployment insurance
- Financial aid information
- Follow-up services

The CMJTS LWDB classifies career services into three categories: career services, training services, and follow-up services. Additionally, priority for individualized career services and/or training services is provided in the following order:

- 1st Priority - Veterans and eligible spouses (covered persons) who are:
 - Low income, or
 - Recipients of public assistance, or
 - Who are basic skills deficient
- 2nd Priority - Individuals (non-covered persons) who are:
 - Low income, or
 - Recipients of public assistance, or
 - Who are basic skills deficient
- 3rd Priority - Veterans and eligible spouses who are:
 - Not low income, or
 - Not recipients of public assistance, and
 - Are not basic skills deficient

- 4th Priority – Priority populations established by the Governor and/or Local Workforce Development Boards as outlined in the State, Regional, and Local plans.
- 5th Priority - Individuals outside of the priority groups 1-4, may receive career and training services if the Local Workforce Development Board determines there will be unspent funds after meeting the needs of jobseekers from priority groups in the current fiscal year.

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

These strategies will be used to leverage technology for services, provide equal opportunity, and ensure compliance with accessibility standards:

- Promote access to WFC services and programs to people with disabilities through the Disability Employment Initiative (DEI).
- Share resources with the disability resource coordinator for those who benefit from assistive technology or accommodations.
- Train all staff on the use of available assistive technology and referral resources.
- Use resource room computers to support virtual interviews with customers and provide access to the Minnesota Relay system.
- Work to develop an online chat feature to assist with the navigation of WFC services.
- Use of a dedicated email address to offer online résumé review and delivery of online services.
- Move toward (develop) a virtual option for WFC services. This could include program videos explaining services, a common online program application, and chat features that can be used to deliver job search advice.

The CMJTS LWDB recognizes the need to enhance online services, create the opportunity for a virtual WFC experience, and coordinate WFC partner services. However, due to the size of the financial investment necessary to accomplish this technological goal, the board is unable to fund this project on its own. The CMJTS LWDB will support state plans to accomplish this goal and will work with state partners to test promising strategies to improve effectiveness for LWDA 5.

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

CMJTS is the program provider for WIOA Adult, Youth, and Dislocated Worker programs in LWDA 5, and is the MFIP services provider in several LWDA 5 counties. CMJTS was established as a private, nonprofit organization in 1984. Its mission is *to strengthen Central Minnesota communities through leadership in workforce excellence*. CMJTS provides services to LWDA 5 individuals and families through a number of programs designed to help people meet their basic needs as they complete training, connect with employment, and increase their economic self-sufficiency.

Staff are aware of local resources and cultivate relationships with community agencies, so they may make referrals to these resources and agencies, as appropriate. Staff also participate in groups, committees, or events that address regional support needs, such as transportation, housing, and community collaborative efforts. For example:

- Operation Community Connect and Operation Homeless events that integrate

- multiple community resources to our customers and others in the community
- Advisory Board of the Crisis Nursery, serving Wright County, operated through Kindred Family Focus

Resource guides are updated regularly for each LWDA 5 county. They include resource and referral information for community-based organizations and other resources, including:

- County human service departments
- Food shelves
- Energy assistance
- Weatherization/winterization
- Housing
- Head Start
- Counseling and therapy
- Treatment programs
- Healthcare and health insurance coverage

A “welcome packet” is provided to new WFC visitors, which includes information regarding the variety of resources and services available in the WFC.

Integrated resource teams are being piloted at CMJTS through the DEI Project. This model of case management increases effectiveness by bringing more resources to the table for the participant and reducing barriers by minimizing the duplication of meetings, etc. CMJTS plans to expand this best practice to all programs to improve service and efficiency.

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

The CMJTS LWDB has a standing committee of the board, the Executive Committee, who addresses infrastructure funding requirements or Cost Allocation Plans (CAP)/Infrastructure Funding Agreements (IFA) between WFC partners, ensures state policies are reviewed and followed, and addresses any discrepancy or disagreement among the partners. The core partners are invited to the Executive Committee to report information and provide service delivery updates. The *Workforce Development Board Policy and Procedure Manual* addresses items such as handling conflicts of interest and conflict resolution procedures. Board member orientation also requires the core partners to present their programs and services to the board. In addition to the Executive Committee, the CMJTS LWDB has a Finance Committee who, when summoned, can address discrepancies in the CAP and report back to the Executive Committee. Note: The WIOA State/MWCA One-Stop Operator Committee is currently finalizing the policies and structure of the CAP/IFA. Once completed, these policies and procedures will be presented to the Executive Committee to ensure they have required oversight over infrastructure funding requirements. In addition, WIOA requires LWDBs to have oversight over the One-Stop System and its CAP/IFA. Therefore, the CMJTS LWDB Executive Committee will review how each core partner is providing services and report back to the full board, once the CAP/IFA is approved.

If the CMJTS LWDB fails to reach consensus agreement on methods of sufficiently funding the costs of the One-Stop infrastructure through the aforementioned methods and policies, disputes will be presented to the Region 3 Leadership and Planning Board (R3LPB) for final resolution.

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

The CMJTS LWDB's procurement of workforce development services may or may not involve infrastructure funding requirements, depending on the services procured. However, all services are aligned with the service delivery within LWDA 5. In addition, an appointed standing committee of the board has oversight over any Request for Proposal (RFP) process, reviews the success of services provided, determines funding, and approves grants. The selection of the final RFP respondent is reviewed and approved by the full CMJTS LWDB.

For example, a RFP includes: RFP release date, information on any required phone consultation or informational meeting, proposal due date, review and selection period dates, award notification dates and processes, project completion deadline, contract contact information, application cover sheet with authorized signatures, program abstract, budget summary, budget narrative, certification of compliance, statement of assurances, proof of transportation insurance, use of funds, and general information to support and ensure the success of the project. The RFP is first reviewed by the appointed CMJTS LWDB standing committee for funding, content, and procedural information. Next, it is posted for a 30-day comment period on CMJTS' website and/or sent via email or mail to providers. All interested parties are directed to attend required informational meetings and/or scheduled conference calls and/or phone consultations. If these parties fail to attend the required meetings or calls, they are not considered for the RFP, as the informational meetings outline the funding requirements and the alignment of service delivery within the local LWDA. The CMJTS LWDB and its appointed standing committee reserves the right to approve or disapprove service providers based on internal selection criteria.

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

The new **WIOA Minnesota State WorkForce Center Partner Memorandum of Understanding (MOU)** has been completed and is currently in the final stages of WIOA Section 121 (c), which requires that each LWDB, with the agreement of the LWDA's chief elected officials (LCEO), enter into a memorandum of understanding with all entities that will serve as partners in the One-Stop delivery system operating in the LWDA.

WIOA Section 121 (a) (1) and 121 (b) (1) require that all entities who "participate" in the LWDA's One-Stop delivery system as One-Stop partners, whether required (WIOA Section 121 (b) (1)) or additional (WIOA 121 (b) (2) & (b) (1) (B)), **must be parties to this MOU and must abide by the terms prescribed in the Act by all applicable federal, state, and local rules, plans, and policies.**

Therefore, the CMJTS LWDB is required to establish and operate local One-Stop delivery systems in accordance with WIOA Section 121 (e), and list services and activities that must be provided through the One-Stop delivery system.

Furthermore, WIOA Section 107 **gives the LWDBs the responsibility for oversight of the One-Stop delivery system** in each local area and requires the LWDBs to describe the activities and functions of the One-Stop delivery system and to **prescribe the guidelines for carrying out these responsibilities** in the Local WIOA Plan.

The CMJTS LWDB will request that each mandated "core" and "additional" One-Stop or

WFC partner define their roles and responsibilities in the MOU document. However, these roles and responsibilities must be mutually agreed upon by the parties of the MOU for the operation of the One-Stop delivery system, or the LWDB in the LWDA, as required under WIOA.

The CMJTS LWDB, in consultation with the LCEO, will determine comprehensive, affiliate, and specialized WFC locations (or One-Stops), within the 11-county region of LWDA 5. In addition, the CMJTS LWDB reserves the right to determine the level of staffing for the comprehensive center(s). This is to maintain the integrity of the comprehensive center and the policies set forth by the WIOA One-Stop Operator Committee, MWCA, and DEED.

Methodologies determined by the CMJTS LWDB, DEED, United States Department of Labor (USDOL), United States Department of Education (USDOE), and other partner entities, including proportionate share, cash contributions, contributions of staff time or equipment, and/or other resources or in-kind contributions from a third party, will be considered when making CAP/IFA and staffing decisions.

MOU termination: The LWDA 5 MOU will remain in effect until the end date specified in the MOU document. Any single partner may request to terminate its participation as a party to this MOU. However, in such an event, the CMJTS LWDB will provide written notice within thirty (30) days of the request to all remaining partners. This will not affect their status in the MOU. Partners that terminated their role as a party to the MOU, without due cause, as outlined in the policies of the MOU, are no longer eligible for partnership in the One-Stop system and will not be permitted to serve on the CMJTS LWDB as One-Stop partner representatives.

The CMJTS LWDB will regularly review the MOU with every One-Stop partner to describe operations, services provided, and coordinated funding and referrals. MOUs must be reviewed every three years or more frequently, if required.

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

The mission statement of the CMJTS LWDB is "to provide leadership that integrates workforce, education and economic resources for our communities." Its vision statement is "to provide a workforce that improves the quality of life in our communities." Through the involvement of the business-majority-led CMJTS LWDB, participation of community-based organizations, and education entities, the CMJTS LWDB is focused on addressing the workforce needs of business by helping jobseekers connect with gainful and rewarding employment by satisfying those workforce needs.

The CMJTS LWDB convenes policy makers, educators, local economic development agencies, and chambers of commerce each year to ensure the data received from DEED's regional analysts reflects the current situation throughout the 11-county area. This data is then used to either change or reaffirm the direction set for employment and training resources in LWDA 5. This continuous effort empowers WFC partner staff as they guide jobseekers and workers toward high-opportunity careers in their communities.

The CMJTS LWDB's Workforce Development Committee has, through its research, identified target industries in the different sub-regions of LWDA 5. These industries constitute sectors where there are high-demand and high-wage employment opportunities. While other high-opportunity employment and training plans are also supported, CMJTS LWDB members are particularly committed to supporting training for, and placing workers in, jobs

within the identified targeted industries. This local area strategy moves forward in sync with state priorities under WIOA.

The CMJTS LWDB's strategic vision coincides with the goals established by the Governor's Workforce Development Council and includes outreach to businesses in five industry sectors, including manufacturing, healthcare, construction (transportation), natural resources and energy (agriculture), and professional and business sectors (information technology). Further, the CMJTS LWDB's business service coordinators and DEED's workforce strategy consultant are tasked with gathering "leading indicators" of area businesses—statistics on where these companies are headed and what hiring they expect to do in the near future. This process provides forward-looking data the CMJTS LWDB can use to further advance their goal of getting Minnesotans back to work, via a meaningful career pathway, and supporting business needs.

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

The CMJTS LWDB acknowledges the expectation that occupational skills training be linked to in-demand employment opportunities in the local area or planning region. To maximize opportunities for jobseeker success, the board uses several sources of data to analyze the regional economy and uses that information to prepare and educate a skilled workforce.

Sources used for decision-making include:

- industry concentration and growth patterns
- commuting patterns
- political jurisdictions and alignments
- unemployment, vacancy, and other traditional labor market indicators
- population and workforce demographics

In the course of service delivery decision-making, the CMJTS LWDB often identifies specific economic issues within the local area that require attention. The board's Workforce Development Committee meets monthly to review current economic and labor force conditions within LWDA 5, as well as in the surrounding areas, which have an impact on our regional economy. This committee works closely with DEED's regional analyst and LWDA partners to focus on conditions, trends, and patterns that will influence workforce development activities.

Additional Workforce Development Committee information gathering activities include:

- Regular reports from DEED of current issues and factors, which the committee considers when planning for the future.
- Monthly committee meetings include updates from local businesses on recent activities, observed regional trends, and possible solutions for issues of concern.
- A Job Service field operations regional manager, who is responsible for Job Service, Wagner-Peyser, and Veterans Employment Services in LWDA 5 and Planning Region 3, sits on the CMJTS LWDB and its Workforce Development Committee, offering the committee and board a more comprehensive look at the region.
- DEED's regional labor market analyst provides monthly labor market information reports to the CMJTS LWDB and Workforce Development Committee and offers assistance on how to determine and fill the high-demand, high-wage occupations present in the region.

The mission of the CMJTS LWDB's Youth Committee is "to help youth make a connection between learning and earning." This includes the committee's responsibilities to:

- Coordinate LWDA 5 youth activities through program development, resource and referral, and coordination with other community-based organizations.
- Provide assistance with the development of effective practices for youth services, including follow-up service, internships/work experience, incentives, and youth development models.
- Recommend youth services providers by reviewing any request for proposal applications.
- Evaluating products, services, and programs for youth by monitoring programs and identifying best practices and quality performance standards.

As part of the process of approving occupational skills training funds for training programs that lead to recognized credentials, LWDA 5 will give priority to programs that are aligned with in-demand industry sectors or occupations in the local area.

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

For purposes of this local plan, the CMJTS WIOA Youth, Adult, and Dislocated Worker Title I provider, will provide the PY17 performance indicators until which time PY18 measures have been negotiated.

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

The CMJTS LWDB mandates the following strategies for core program managers to align resources to the LWDA and achieve the board's vision, goals and strategies in the region:

- One-Stop core partner managers will be required to attend CMJTS LWDB meetings and will be appointed to CMJTS LWDB standing committees of the board by the board chair. These placements will ensure core partners understand the vision, mission, values, and goals of the board.
- OSCP's will report to the standing committee assigned and will meet the goals of their respective committee. For example, if the Workforce Development Committee directs CMJTS' business service coordinators to submit reports to the committee on businesses they have visited in assigned sectors and the outcomes from that business, they are required to do so. This information is vital to the work of the CMJTS LWDB and its communities. In addition, if this committee selects sector strategies for the board, based on DEED LMI information, CMJTS' business service coordinators must do the bidding of the board. If they do not see the board as the conveners of regional workforce development and refuse to submit reports as directed, the board will develop policies to address this issue.
- OSCPs (and other partners, as necessary) participating in services at the comprehensive center will be required to attend One-Stop Operator-convened meetings, as scheduled. Minutes may go to the CMJTS LWDB Executive Committee, the CMJTS LWDB, and/or the R3LPB for review, upon request.
- OSCPs will be invited to the CMJTS LWDB and/or R3LPB special events, board orientation, and monthly board meetings. Board orientation is essential for

understanding the work of the board and OSCP's will be required to present their programs and services to board members as part of the board orientation process.

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

The workforce development system is a crucial partner to post-secondary entities and business as they help untrained workers obtain skills that lead to meaningful and family-sustaining careers, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act. Secondary and post-secondary representatives serve on the CMJTS LWDB and its Youth Committee to better align core programs with appropriate programs of study. Every effort is made to link jobseekers with academic and technical training relevant to their career goals, across secondary and post-secondary education.

Central Minnesota employers reported 11,010 job vacancies in the fourth quarter of 2017. Overall, almost half of the openings were part-time, nearly a quarter required post-secondary education, and just about one-third required a license or certification. Examples of education and credentials that individuals may need to find employment in the industry sectors listed above are contained in the table below.

WDB PROFILE	WDB 5 - Central			Updated on: 1/25/2018
Table 27. Regional Occupations in Demand, 2017				
Central Minnesota				
Less than High School	High School or Equivalent	Some College or Assoc. Degree	Bachelor's Degree or Higher	
Personal Care Aides \$25,505	Heavy & Tractor-Trailer Truck Drivers \$44,608	Registered Nurses \$83,164	Elementary School Teachers \$58,636	
Retail Salespersons \$22,874	Teacher Assistants \$33,490	Nursing Assistants \$30,581	Secondary School Teachers \$58,137	
Combined Food Prep & Serving Workers \$20,321	Bus Drivers, School or Special Client \$26,441	Licensed Practical & Licensed Vocational Nurses \$42,660	Accountants & Auditors \$60,319	
Cashiers \$21,221	Secretaries & Administrative Assistants \$39,370	Automotive Service Technicians & Mechanics \$35,841	Financial Managers \$90,684	
Stock Clerks & Order Fillers \$23,701	First-Line Supervisors of Retail Sales Workers \$37,879	Hairdressers, Hairstylists, & Cosmetologists \$22,176	Software Developers, Applications \$80,434	
Laborers & Freight, Stock, & Material \$30,106	Social & Human Service Assistants \$32,492	Electricians \$55,920	Construction Managers \$78,625	
Home Health Aides \$24,207	Sales Representatives, Wholesale & Manufacturing \$54,846	Police & Sheriff's Patrol Officers \$61,328	Family & General Practitioners \$196,095	
Janitors & Cleaners \$29,800	First-Line Supervisors of Food Prep & Serving Workers \$31,046	Industrial Engineering Technicians \$50,850	Industrial Engineers \$76,298	
Slaughterers & Meat Packers \$30,742	Team Assemblers \$34,098	Radiologic Technologists \$57,374	Civil Engineers \$77,079	
Packers & Packagers, Hand \$21,980	Welders, Cutters, Solderers, & Brazers \$43,052	Industrial Machinery Mechanics \$48,656	Nurse Practitioners \$107,387	

Source: DEED Occupations in Demand

LWDA 5 staff participate in several regional development initiatives and communicate current information to the CMJTS LWDB. Partner staff use this information to develop program goals and enhance their relationships with local business and industry. Examples of collaboration with the OSCP's and other entities include:

- **Made in McLeod:**
 - **Mission/objective:** This group promotes manufacturing, including manufacturing career pathways, throughout McLeod County.
 - **Key players:** Local businesses, educators (Ridgewater College and local secondary schools), the local economic development authority, and workforce professionals (DEED and CMJTS)
- **Cambridge – Isanti Schools Business Advisory Committee**
 - **Mission/Objective:** The purpose of this committee is to guide and provide input to the district as they work to make the education of their students current and relevant in our world, and in their own lives. The committee will assist the schools with the planning and implementation of relevant programs, will help expose students to the perspectives of area business leaders, and will provide them with experiential learning opportunities and information on the steps required to enter those careers.
 - **Key players:** Local businesses, community partners, and district staff. The CMJTS LWDB was requested to provide input through the CMJTS business service coordinators.
- **Healthcare Alliance**
 - **Mission/Objective:** The Healthcare Alliance is a partnership between K-12, higher education, healthcare providers, and the WFC system striving to ensure there are qualified healthcare professionals available to meet the future needs of East Central Minnesota and Western Wisconsin. This group has responded to multiple grant opportunities and has completed work and initiatives for two federal grant projects. The CMJTS LWDB supports this work through the input of CMJTS and DEED staff, regional statistical analysis, and the partnership with grant-funded projects as appropriate.
 - **Key players:** The Healthcare Alliance is convened by Pine Technical and Community College and includes Anoka-Ramsey Community College, Bethel University, Southwest MN State University, ABE, K-12 schools, HealthForce MN, Public Health, DEED, CMJTS, and local healthcare providers, including health systems, hospitals, clinics, long-term care, and home care. The Alliance has hosted up to 55 partners, and its work varies based on current workforce trends.
- **Anoka Ramsey Community College (ARCC), Coon Rapids and Cambridge Campus Advisory Boards**
 - **Mission/Objective:** ARCC formed this group to act as a resource, provide input, and help guide decision making for both the Cambridge and Coon Rapids campuses as they continue their work of increasing connections with the community and local needs.
 - **Key players:** Representatives from local private business, the city and county, chambers of commerce, economic and workforce development, K-12 and community education, community members, the student senate, the local state legislator, and college staff and faculty. The CMJTS LWDB and workforce interests are represented by a CMJTS business service coordinator.
- **Pine Technical College Business Technology Advisory Board**

- **Mission/Objective:** The overarching mission for this group is to provide guidance and advice on program design, operation, accountability, and closure. This will be accomplished by meeting the following objectives: Assist with the development of programs of study, review technical course work of the programs, recommend equipment and material purchases and strategies to acquire resources for the programs, and assist with the recruitment of students, the placement of graduates, and program promotion.
- **Key Players:** The board has 10 members and is composed of industry professionals, secondary educators, graduated students, partnering institutions, college administration and faculty, and others with a vested interest in Business Technology Education. The goal is for broad representation to include diverse populations, differing occupational levels, and company dynamics within industry, labor, trade, and professional organizations, community-based organizations, and education entities. The CMJTS LWDB has a voice in this group through Rebecca Perrotti, CMJTS business service coordinator, (Cambridge) and Barbara Chaffee, CMJTS chief executive officer (Coon Rapids).

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

The workforce development needs of local jobseekers include the need for employment and training services to increase occupational skills, job retention, and earning potential via a meaningful career pathway. The focus of core program services will be on using existing career pathways experience and expanding their capacity for work over time. Core program activities will align with the career pathways approach.

Local jobseekers express three general needs: the need to obtain new employment due to job loss, the need for a career or job change due to underemployment, and assistance accessing the services available to help jobseekers gain self-sufficiency through meaningful employment.

Alignment of core programs, including workforce investments, education, and economic development, will help to ensure a high-quality workforce. This can be done through core programs by ensuring jobseekers are provided local labor market information and by educating them on the benefits of pursuing demand-driven occupations. A combination of services may be provided to help the jobseeker access employment opportunities and align with the skill needs of industries in the local area: preparing individuals for secondary or post-secondary training options, (including work-based options), career counseling, and referrals to community resources for support services.

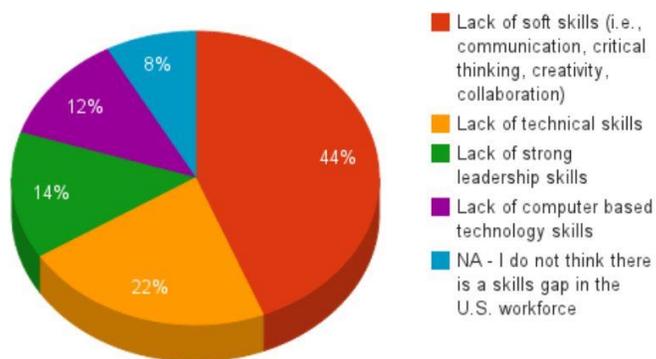
Many individuals accessing the WFC are considered long-term unemployed; however, LWDA 5 continues to see individuals of various age groups who are coming into the workforce system for the first time. These individuals, who in many cases have never had to search for employment before, often require extensive assistance with résumé writing, developing effective job search strategies, and networking. Many also require training to improve computer skills and gain the industry certifications that will make them viable candidates for gainful employment. Helping these individuals overcome the urge to succumb to depression and isolation by maintaining a positive employment and life is crucial. Providing centralized information for various resources in their local areas, like community action agencies, financial assistance agencies, and county services, will be very useful to first time jobseekers. Additionally, providing claimant access to Unemployment Insurance

staff who can answer questions regarding the intricacies of this program will be essential.

The CMJTS LWDB continually stresses the importance of using good soft skills (aka: career success skills) in jobseekers to increase employment opportunities. As shown in the chart below from Adecco Staffing US, which conducted a phone survey of 500 top executives, employers across the nation put a high value on the soft skills a candidate possesses. These qualities include the ability to work as part of a team, think critically, and communicate effectively. The core programs provide one-on-one guidance to refine these skills.

Jobseekers are also provided the opportunity to develop these skills through experiential learning opportunities (e.g., paid work experience, transitional job placement, and on-the-job training) with local employers, funded through WIOA Title I programs.

Which of the following do you feel BEST defines the “gap” in the U.S. workforce skills gap?



SOURCE: ADECCO

CNBC

Finally, the CMJTS LWDB will expand access to employment opportunities by encouraging core partners to support education and training, career pathways, co-enrollment, and transition to re-entry for individuals with criminal histories. Many initiatives and services exist to support this work including:

- The CMJTS LWDB may use up to 10 percent of Adult and Dislocated Worker grant funds to provide transitional jobs. These are time-limited, subsidized work experiences in the public, private, or nonprofit sectors, for individuals with barriers to employment—those who are chronically unemployed or have an inconsistent work history. Transitional jobs are developed to help jobseekers establish a work history, demonstrate success in the workplace, and develop skills that lead to entry into and retention of unsubsidized and competitive employment.
- The CMJTS LWDB supports educational and career advancement for incarcerated and post-release individuals, through a range of education and job training activities, to promote successful reentry and reduce recidivism.

The mission of Vocational Rehabilitation Services (VRS) is to empower Minnesotans with disabilities to achieve their goals for employment, independent living, and community integration. Employment for those with disabilities will be in integrated, competitive positions in the community, at competitive wages—wages that are not less than that customarily paid by the employer for the same or similar work performed by non-disabled individuals. All the individuals served by VRS have disability-related barriers to employment. In addition, many of these individuals are from diverse racial, ethnic, and cultural backgrounds, and some have criminal histories. Barriers commonly associated with poverty are common as well. VRS is expanding services to transition-aged youth in the areas of job exploration counseling, work-

based learning experiences, counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs at institutions of higher education, workplace readiness training, and instruction in self-advocacy.

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

Providing access to supportive services for eligible individuals is an integral part of the existing case management system for all core partners in the region. Available supportive services, such as access to transportation resources, assistance with child care expenses, and housing, enable individuals to participate in activities and maintain successful progress. Most programs offered by core partners also include provisions for clothing or equipment required for a new job and resources for medical needs, relocation, and emergency financial assistance during training and/or job search. Local county resource guides are updated regularly and include resource and referral information for community-based organizations and resources, including:

- County human service departments
- Food shelves
- Energy assistance
- Weatherization/winterization
- Housing
- Head Start
- Counseling and therapy
- Treatment programs
- Health care and health insurance coverage

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

Changing labor market trends and the desire to help jobseekers obtain meaningful and satisfying employment drives the CMJTS LWDB. In LWDA 5, providing career pathway services to customers is standard practice. The concepts of connecting individuals to training, providing supportive services for those in education, providing career navigation services, and providing employment placement and retention after credential attainment, etc., are components of most employment and training programs. WFC customers are directed to appropriate online resources to investigate career pathways and given career guidance by resource area staff or, when enrolled, by employment specialists.

A series of connected education and training opportunities are established to align core programs and implement career pathways. The appropriate core partners provide support services that enable jobseekers to progress down a career pathway and successfully obtain employment in an in-demand sector. Career pathways training models contribute to the overall success of employment and training programs and their participants. These models provide individuals the best path to long-term career success, with opportunities to build upon their skills or “stack” credentials as they progress and satisfy local business workforce needs. The core partners have implemented multiple career pathway programs since March 2013, including FastTRAC and Pathways to Prosperity programs, and continue to pursue these opportunities to increase capacity.

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

According to DEED's Occupations in Demand tool, there are 282 occupations showing relatively high demand (demand indicator of three out of five or higher in EDR 7W alone), with training and education requirements ranging from short-term on-the-job training to post-secondary education to advanced degrees. Fifty-six percent of these occupations (159 of the 282 occupations) require a high school diploma or less, while 12 percent (34 of 282 the occupations) require some post-secondary training, a vocational award, or an associate degree. Almost 22 percent (63 of the 282 occupations) require a bachelor's degree, and the remaining nine percent (26 of the 282 occupations) require advanced degrees.

These occupations are spread across different sectors but are also concentrated in the region's major industries. For example, nursing assistants, computer support specialists, and heavy and tractor trailer truck drivers are among the top occupations in demand based on the consistent need for workers in these industries (see table below).

WDB 5 - Central	2016 Annual Data				2011-2016		2015-2016	
	Number of Firms	Number of Jobs	Total Payroll (\$1,000s)	Avg. Annual Wage	Change in Jobs	Percent Change	Change in Jobs	Percent Change
NAICS Industry Title								
Total, All Industries	11,537	168,086	\$6,632,104	\$39,457	13,577	8.8%	941	0.6%
Agriculture, Forestry, Fish & Hunt	324	3,064	\$106,746	\$34,839	880	40.3%	-159	-4.9%
Mining	20	185	\$9,375	\$50,678	3,978	-104.9%	17	10.1%
Construction	1,891	10,626	\$600,438	\$56,506	1,871	21.4%	359	3.5%
Manufacturing	826	26,215	\$1,375,606	\$52,474	1,888	7.8%	-242	-0.9%
Utilities	58	2,439	\$237,003	\$97,172	675	38.3%	-96	-3.8%
Wholesale Trade	437	5,198	\$281,976	\$54,247	-569	-9.9%	-93	-1.8%
Retail Trade	1,470	22,227	\$558,107	\$25,109	295	1.3%	199	0.9%
Transportation & Warehousing	563	5,369	\$211,799	\$39,449	1,037	23.9%	78	1.5%
Information	144	1,456	\$48,901	\$33,586	608	71.6%	-61	-4.0%
Finance & Insurance	521	3,237	\$174,112	\$53,788	1,544	91.2%	90	2.9%
Real Estate & Rental & Leasing	317	841	\$24,794	\$29,482	-176	-17.3%	-58	-6.5%
Professional & Technical Services	746	4,120	\$221,230	\$53,697	1,337	48.0%	983	31.3%
Management of Companies	43	1,229	\$73,544	\$59,841	865	237.6%	278	29.2%
Admin. Support & Waste Mgmt. Svcs.	518	4,463	\$157,751	\$35,346	-59	-1.3%	-201	-4.3%
Educational Services	219	15,335	\$643,354	\$41,954	1,961	14.7%	244	1.6%
Health Care & Social Assistance	972	30,059	\$1,153,445	\$38,373	-523	-1.7%	300	1.0%
Arts, Entertainment, & Recreation	216	2,066	\$28,643	\$13,864	-2,809	-57.6%	67	3.4%
Accommodation & Food Services	772	16,110	\$264,164	\$16,398	2,580	19.1%	-111	-0.7%
Other Services	1,165	5,149	\$115,606	\$22,452	-124	-2.4%	-42	-0.8%
Public Administration	368	9,535	\$427,293	\$44,813	193	2.1%	15	0.2%

Source: DEED Quarterly Census of Employment & Wages (QCEW) program

WDB PROFILE	WDB 5 - Central				Updated on:	1/25/2018
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The CMJTS LWDB supports the local workforce development system by encouraging the alignment of business outreach efforts among the core programs. Core program business services strategies and initiatives are discussed monthly at the Workforce Development Committee (WDC), a standing committee of the CMJTS LWDB. This committee also brings in guest speakers from different economic and industry sectors to monitor the needs of business and area workers. At each meeting, local partners in the workforce development system have the opportunity to present new information on services provided to business. Given the membership of the CMJTS LWDB is comprised of at least 51% private business representatives, this is an ideal place to get a broad-based perspective on what businesses need.

Core program, business service coordinators, and the DEED's workforce strategy consultant

use their skills in communication, networking, industry/sector knowledge, previous experience recruiting employers, and established employer relationships to identify the local needs of business. An assessment of the local economy and workforce training needs are identified and regularly updated. This information is shared with the CMJTS LWDB so they may help support a system-wide response to current economic trends.

The CMJTS LWDB and the R3LPB have investigated and continue to focus on manufacturing and healthcare career tracks, which require in-depth knowledge of labor market information to drive local and regional decision making.

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

LWDA 5's local businesses' workforce investment needs are varied. They reflect geographic similarities, differences, and challenges across the 11-county LWDA. However, all sectors of business and industry have a common need for fundamental core competency in basic employability skills, including: computer, problem solving, teamwork, verbal and written communications, workplace mathematics, reading and English skills. A solid foundation of interpersonal skills is also commonly desired by employers to ensure creativity, innovation, and process improvement.

One priority for businesses throughout LWDA 5 is to keep workers in our communities. By enticing younger people who have grown up in Central Minnesota to stay in the area, the aging of the workforce and the need to attract workers from other areas will be relieved. Due to high rates of retirement, the need for new workers across all businesses is great. This is complicated by the fact that local businesses may not be able to match the wages found in the metropolitan area, other states, and even other countries. Therefore, their strategy needs to include other offerings important to young workers. The CMJTS LWDB is continually considering this issue and has hosted panel presentations on the topic. Through their work as conveners of education, policy makers, and workforce and economic developers, the CMJTS LWDB continues to foster collaboration on these issues.

Another priority for businesses is to find a way to utilizing the skills and intellectual capital of their long-term and aging employees, as those employees consider retirement options. Systems, processes, protocol, and even logistics are put in jeopardy as retirement-age workers consider moving on. Businesses are interested in finding a way to retain this human capital. They are also ready to be more flexible and strategic (e.g., providing the opportunities for project-based work) to keep these individuals on board.

Occupations in high demand within LWDA 5 include, but are not limited to, healthcare, skilled manufacturing, energy production, scientists, information technology, and trucking/transportation. These occupations require advanced and/or specific career knowledge and training. The demand for these skills currently outpaces supply. Post-secondary educational institutions face difficulty in recruiting, training, and graduating sufficient numbers of work-ready students to meet current and future workforce needs. The disciplines of science, technology, engineering, and math provide the knowledge and skill base most needed by the region's leading industry sectors, yet these courses often experience low enrollment and are, at times, under threat of elimination in area high schools and technical colleges. Students, parents, and educators need to be exposed to these skill sets so interest and excitement in related fields can be generated.

Businesses need a variety of effective, accessible, and affordable options to train both new hires and incumbent workers. New hires may begin employment with related training and

experience, but often lack niche-specific knowledge unique to a company's product/service. On-the-job training services offer a viable and successful "tool" to train new workers and reduce worker training investments and expenses. Incumbent worker training resources, funds, and programs also provide a very effective method of workforce development. This method advances the skills, careers, and earnings of current employees as they move up within a company and create entry- or mid-level positions for new employees. This training model can also increase business capacity and gain a competitive advantage.

Additionally, businesses are training new and existing workers to incorporate technological advances, so they can use renewable energy sources at worksites, comply with environmental sustainability efforts (and the costs associate with compliance), or as in the healthcare, business service, and public administration industries, reduce the amount of paper used by converting to electronic records.

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

CMJTS and Career Solutions are collaborating with the four counties of Stearns, Benton, Sherburne and Wright, which make up Economic Development Region 7W, to complete a Comprehensive Economic Development Strategy (CEDs) report for this region. This will enable CMJTS to apply for federal economic development funding for 7W. CMJTS will be the fiscal agent for this important initiative and write the CEDs grant and submit for federal approval. This action will complete the regional initiative to add these last four counties to the current MAD0 10 Minnesota Regional Development Organization's strong network of RDOs. Approval of the CEDs will highlight the strong partnership between economic development and workforce development across Central Minnesota.

Additionally, LWDA 5 is involved in the following current and upcoming regional economic development initiatives:

- **Comprehensive Economic Development Strategy (CEDs) for Region 7W**
 - **Mission/Objective:** In the absence of a regional development commission, economic development professionals and community stakeholders convened to create the necessary documents that will allow for application for federal emergency disaster and economic development funding.
 - **Key players:** Economic development professionals from CMJTS and the counties and cities within 7W are the primary conveners and advocates for this initiative and are responsible for program oversight. Additional partners include private business and industry, school officials, local elected officials, WFC representatives and community residents. The CMJTS LWDB is an advocate for the CEDs, as it impacts workforce development and the labor market and, as a required partner, the board also provides staff support and project guidance.
 - **Summary to date:** The CEDs project has been completed and an economic developer has been hired. The completed and approved plan has been submitted to the Federal EDA. Further notification of plan funding and approval is expected. The CMJTS LWDB has successfully completed its role in the plan development. Work on the advisory board continues.
- **Central Minnesota Quad Counties CEDs Board for Region 7W**
 - **Mission/Objective:** The Central Minnesota Quad County CEDs Board's purpose is to decentralize the CEDs program and to expand and develop a new business

plan, with financial projections, completion, and distribution of a CEDS, and other matters related to the regional project. Once approved, the new business plan will be submitted to the EDA for authorization. This work is a continuation of the original objective of the CEDS—for Region 7W to create a necessary document that allows the region to apply for federal grants for emergency disaster and economic development funding.

- **Key players:** Economic development professionals from the four counties and cities in Region 7W are the primary conveners and advocates for this initiative and CMJTS is responsible for project oversight. Additional partners include community/economic development coordinators, county administrators, and county commissioners for 7W, WFC partner representatives, private industry, school officials, and required partners under CEDS. CMJTS CEO, Barbara Chaffee, represents workforce development.
- **Summary to date:** A business plan has been completed and a request for economic district designation of the proposed CMJTS district has been submitted to the Federal EDA for consideration.

- **Wright County Economic Development Partnership (WCEDP)**

- **Mission/Objective:** The WCEDP’s mission is to create a healthy and diverse environment for existing, expanding, and new businesses, which, in turn, will create employment opportunities and enhances the overall economic vitality of the region. The WCEDP provides technical and financial assistance to businesses and communities within Wright County for the benefit of the region. The work of the WCEDP benefits the businesses, communities, and citizens of Wright County.
- **Key players:** Local businesses are the primary conveners and advocates for this initiative and the WCEDP chair, Connie Holmes, oversees the project. Wright County cities, municipalities, and infrastructure providers fund the initiative through membership dues. Wright County also provides operational funding on an annual basis. Duane Northagen is the current executive director of WCEDP. Additional partners include community/economic development coordinators, county commissioners from 7W, the Small Business Development Center, WFC representatives, private industry, educators, and city officials.

The WCEDP is the primary point of contact for new/start-up, existing, expanding, and relocating businesses.

- **GPS 45:93**

- **Mission/Objective:** GPS 45:93 is a nonprofit organization and economic development consortium dedicated to growing and attracting businesses with high-paying jobs to East Central Minnesota. The organization works to attract high-wage, technology-based jobs, collaborate on business retention and expansion, recruit new businesses, encourage entrepreneurial activity and job growth, as well as providing educational opportunities for its members. The partnership believes “When one wins—all win.” The group meets monthly and is hosted at member locations throughout the region.
- **Key players:** This organization has a board of directors composed of representatives from a member of the governing body for each participating city and county, post-secondary and K-12 education, and DEED. Other members include city and county staff, Mille Lacs Corporate Ventures, chambers of

commerce, economic development entities, LWDB members, financial institutions, private industry, utilities, community-based organizations, and appointed at-large, honorary, and non-voting members. These include a number of elected officials from the Minnesota State Senate and House of Representatives, U.S. Congressmen and Congresswomen, and the Initiative Foundation.

- GPS has an active Workforce Committee that meets monthly. Its goal is to work toward a more highly skilled workforce to meet the needs of regional employers and to offer an attractive workforce for further economic growth and development. This committee supports and promotes regional workforce resources, such as those offered through local WFCs and partners, as well as projects and initiatives such as Construct Tomorrow, Non-Traditional Employment for Women WESA grant, and Trade Act Community College grants, and is exploring ways to support the expansion of career and technical education across the region.
- **Comprehensive Economic Development Strategy Committee for Region 7E**
 - **Mission/objective:** The East Central Regional Development Commission, serving region 7E, facilitates intergovernmental cooperation and insures the orderly and harmonious coordination of federal, state, and local comprehensive planning and development programs for the solution of the economic, social, and physical and governmental problems of the state and its citizens. Part of its work is to develop a CEDS, with a basic purpose of serving as “an economic roadmap to diversify and strengthen regional economies.”
 - **Key players:** This CEDS Committee is comprised of a broad cross-section of public and private interests, as per EDA rules, and provides input and direction into the preparation of the CEDS. The committee also assists with CEDS monitoring and implementation. The ECRDC is the primary convener and advocate for this initiative and is responsible for program oversight. The CMJTS LWDB is an advocate for the CEDS, as it impacts workforce development and the labor market. As a partner, the CMJTS LWDB provides staff support and project guidance.
- **Mid-Minnesota Development Commission**
 - **Mission/objective:** Administer state and federal programs, coordinate multi-jurisdictional activities, and provide technical assistance to government, businesses, and local organizations to maintain or enhance the quality of life in Kandiyohi, McLeod, Meeker, and Renville counties. Represent workforce development on the Board of Directors. Advocate for workforce development initiatives and provide input on workforce development issues in the Comprehensive Economic Development Strategy (CEDS) for Region 6E.
 - **Key players:** Each of the four counties, Renville, Meeker, McLeod, and Kandiyohi, are represented by a county commissioner, a city representative, and a township representative. In addition, cities with a population over 10,000 are entitled a member and two school board representatives are required. Other special interest members are chosen to meet the needs of the federal EDA requirements for Economic Development Districts. The MMDC (Mid-Minnesota Development Commission) currently has 27 Board of Commissioner member seats, including a CMJTS business service coordinator.
- **Willmar Lakes Area Vision 2040**
Strategy #2 Workgroup: Economic Diversity
 - **Mission/objective:** Strategically plan for the future of the Willmar Lakes Area

(Willmar and Kandiyohi counties). The overall plan outlines four goals and 21 strategies. Some align with strategic plans that are already underway, while others are new and address the region's future as a center of excellence. A secondary goal is to strengthen the region's occupational diversity through a strategic mix of workforce training, economic measurement, enhanced career options, and support for entrepreneurs.

- **Key players:** CMJTS holds a committee seat and represents workforce development. Other key players include Kandiyohi County, the City of Willmar, Kandiyohi County and City of Willmar EDC, University of Minnesota Extension, Ridgewater College, Mid-MN Development Commission, the MinnWest Technology Campus, and the Health Improvement Project (Blue Cross Blue Shield of MN).

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

LWDA 5 offers services to unemployed and underemployed workers, as well as workers who need to upgrade skills to retain employment via occupational skills training, customized training, on-the-job training (OJT), apprenticeship, incumbent worker training, and/or transitional employment opportunities. The CMJTS LWDB has spent a significant amount of time developing and expanding partnerships that will form the basis for successful work-based learning, as noted above.

The CMJTS LWDB has reserved up to 20 percent of its local WIOA Dislocated Worker Program formula funds for incumbent worker training. These dollars will be used as leverage funds and will be matched with additional funds from employers. Together, these funds will be used to help workers obtain the skills necessary to retain employment or prevent layoffs.

The CMJTS LWDB directs as much training funding as possible to pursue OJT opportunities. This type of training is most often provided through Title I programs. OJT reimbursement to an amount up to 75 percent of the participant wage may be provided to the employer to offset the expense of training a less skilled or experienced employee.

Registered Apprenticeship (RA) is an employer-driven model that combines on-the-job learning with related classroom instruction to increase an apprentice's skill level and wages. It is a proven solution for businesses to recruit, train, and retain highly skilled workers. Title I partner staff regularly educate employers on the benefits of this training model and ask small businesses to try RA as a means to recruit, hire, and train employees. Apprenticeship information sessions are presented to groups of business owners and HR managers regularly.

The CMJTS LWDB supports customized training—training designed to meet the special skill requirements of a business or a group of businesses—activities. It allows employers to work with a training provider to design a work-based skills curriculum that meets their specific needs. Upon successful completion of the "customized" training, the business commits to hiring the trained individual(s) and the Title I program commits to paying up to 50 percent of the training costs incurred. Training expenses may include staff or instructor time, training materials, or tuition.

As the LWDA 5 Title I partner, CMJTS has secured National Emergency Grants (NEG) to pursue work-based training opportunities for dislocated workers.

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

The CMJTS LWDB offers entrepreneurial training, business consulting, and technical assistance to individuals seeking to start or grow a business in Minnesota using a variety of resources and referrals. Specifically, for state dislocated workers, the local area board supports dislocated workers in entrepreneurship through CLIMB (Converting Layoffs into Minnesota Businesses) activities. Individuals are referred to their local Small Business Development Center for consultation assistance, to WFCs for research and business plan development resources, and to the Title I Dislocated Worker Program service provider for CLIMB activity support.

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

The CMJTS LWDB will follow the lead of the region's One-Stop Operator to assist with the design and implementation of policies and processes that ensure continuous improvement of the WFC system. The CMJTS LWDB will consult with NAWB, NWA, US DOL, US DOE, DEED, GWDC, Florida CareerSource directors, and GLETA's 10-state region for "best practices" on continuous improvement processes for WIOA for this population of service providers.

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

The CMJTS LWDB plays a significant role in ensuring the local area remains strategically positioned to meet the needs of local employers, workers, and jobseekers. The CMJTS LWDB is no less than 51% representative of local business, ensuring key community leaders are involved in this effort. Additional representation on the board includes organized labor, community-based organizations, ABE, post-secondary education and Perkins, VRS, DEED, and local elected officials, to ensure targeted industries that provide a livable sustainable wage remain the focus of this board's efforts. The CMJTS LWDB acts as the convener and facilitator, bringing together local stakeholders to hold workforce development conversations and develop local responses to the needs of area employers, workers, and jobseekers. For example, three Healthcare Sector Summits were hosted by the R3LPB, which is comprised of the chair and vice chair of the CMJTS and Career Solutions LWDBs, the chair and vice chair of their JPB, the executive director of Career Solutions, and CEO of CMJTS. These events facilitated discussions with key community professionals to address the shortage of workers in the healthcare sector.

Local employers from many sectors continue to share their struggle to find, and retain, workers with the skills needed to fill their openings. Examples of some of their specific needs include jobseekers who are motivated to work, demonstrate punctuality, and show an interest in staying with the company. Further concerns include looming retirements and the lack of succession plans for small businesses.

Employers commonly report that the low unemployment rate has adversely resulted in a skills gap, especially in rural areas. There are not enough qualified people living close

enough to their job openings and it's difficult to attract talent when an employer can't offer wages and benefits that effectively compete with the Twin Cities metro area. Additionally, lower-skilled workers need help understanding the basics of getting and keeping a job. A variety of training and retraining methods are needed to train jobseekers for current and future job openings.

LWDA 5 partners collaborate to help jobseekers gain the skills necessary to address the gaps mentioned above. Offerings provided by partners include job readiness and interviewing workshops and basic computer classes. The LWDA 5 Title I Adult, Youth, and Dislocated Worker programs provide work experience, work-based training (e.g., OJT, transitional jobs/paid work experience), and job coaching to hone jobseekers' work-readiness skills (i.e., soft skills). The Title I programs offer many opportunities for training and certification for in-demand occupations, when individual assessments determine they are appropriate, as part of each participant's individual employment plan (for Adult or Dislocated Worker programs) or Individual Service Strategy (for Youth programs).

The CMJTS LWDB supports ongoing and increasing connections to business leaders within the community. This is achieved through the work of local business service coordinators, DEED's workforce strategy consultant, and the Minnesota State College and University partners, all of whom focused on employer engagement and work closely with local chambers of commerce and city economic development representatives. They visit employers and take part in business retention and expansion projects, employer hiring events, job fairs, employer-driven projects, such as incumbent worker training, and maintain connections to existing employer advisory groups.

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

The CMJTS LWDB completed an assessment of an internal technology delivery system in 2005, to determine if excessively high costs associated with the state's IT system, now called MN.IT, could be reduced. After comparing the cost of maintaining CMJTS' own system with the cost of continuing to pay for expensive high-speed data transmission lines, computers, and IT assistance, it was determined that the cost of maintaining its own servers, back-up systems, and IT staff would be more than offset by the savings that came with dropping state IT support. To realize additional technology savings, CMJTS began supporting resource rooms in two of its specialized centers (Litchfield and Mora) independently of MN.IT.

Internal systems allow customers to easily access services provided to LWDA 5 One-Stops, including those in remote areas, through the use of technology. Examples include webinar-based training, use of Skype for Business, and conference calls for meetings, etc.

Minnesota Broadband initiatives are scattered throughout the 11-county region, with a goal of enhancing broadband connections in parks, schools, community buildings, libraries, etc. The CMJTS LWDB is supportive of statewide broadband initiatives throughout the region and the CMJTS chief executive officer sits on the Sherburne County Broadband initiative.

Every customer is unique and should be treated differently. Service delivery strategies common several years ago are now outdated. CMJTS has responded by developing a social media strategy plan to be used in a responsible, forward-thinking manner that helps drive its mission, vision, and services to all interested parties.

Targeted populations include:

- Client populations
 - Unemployed
 - Underemployed
 - Youth
- Business populations
 - Hiring opportunities
 - OJT opportunities
 - Mentoring opportunities
 - LWDB board member opportunities
- Local communities
 - JPB members
 - State legislature
 - Federal legislature
 - Chambers
 - Economic development
- Potential funders

CMJTS has its own active website, Facebook page, LinkedIn company page, and Pinterest account, all developed to provide program information, resources, referrals, and services through means of technology. Additionally, the CMJTS LWDB and its committees have posted agenda items and meeting minutes located on the site.

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

All programs within the Minnesota WFC system are expected to be fully accessible to all Minnesotans. An assessment of accessibility is completed at each WFC, statewide. This occurs prior to certification and at intervals determined by the state. WFCs are equipped with technology to improve accessibility and DEED works to ensure this equipment is sufficient to meet the needs of customers with barriers. VRS and State Services for the Blind (SSB), located within the WFCs, are available to consult with other partners should unexpected accessibility issues occur. Participants are frequently co-enrolled with multiple partners to ensure and collaboration and foster participant success. This also serves to further enhance accessibility.

- E. Describe the roles and resource contributions of the One-Stop partners.

Four Core Program Partners include:

- **WIOA Title I (Adult, Dislocated Worker and Youth formula programs)**
WIOA training funds are designed to serve laid-off individuals, youth, and adults who require training, support, and guidance to enter or re-enter the labor market.

WIOA Title I Adult and Dislocated Worker funding streams pay for career and training services. Career services cover a broad range of activities, including a comprehensive assessment of skills, the provision of career and local labor market information, job search assistance, the development of an individual employment

plan, career counseling, internships and paid work experiences. Financial literacy assistance, referrals to improve English language skills, information and assistance with filing for unemployment compensation, and assistance with the Free Application for Federal Student Aid (FAFSA) is also provided. Training services can include occupational skills training, on-the-job training, incumbent worker training, transitional jobs, and adult education and literacy services, provided concurrently or in combination with other training services.

The WIOA Youth Program is designed to assist young adults as they overcome barriers to achieve educational and employment success. Eligible participants work with an employment specialist to create an individual service strategy that provides a roadmap for progress toward a successful future. Participants enrolled in this program can take advantage of the 14 core elements available, in compliance with WIOA law.

CMJTS has longstanding relationships with local employers. This is highlighted by the number of current OJTs written, averaging 50 OJTs annually. CMJTS employs three business service coordinators and two business service specialists who make up the Business Service Team. Together, they work to serve LWDA 5 employers and employer organizations. Their responsibilities include:

- Establishing strong relationships ABE and other WFC partners, employers, economic development, local chambers of commerce, civic organizations, and other related agencies
- Collaborating with WFC partners to build and promote workforce strategies
- Marketing WFC services
- Serving as a resource for private businesses
- Working with regional employers to develop OJT opportunities for jobseekers
- Adult Education and Literacy Act programs (Title II)

ABE provides services, including workplace literacy services, family literacy services, English literacy programs, and integrated English literacy-civics education programs. Participation in these programs is limited to adults and out-of-school youth age 17 and older who are not enrolled or required to be enrolled in secondary school under state law. The Adult Education and Literacy Act program is the principal support for adult basic and literacy education programs and activities for adults who lack basic skills, a high school diploma, or English proficiency.

- **Wagner-Peyser Act employment services (Title III)**

Wagner-Peyser employment services provide a variety of employment-related labor exchange services, including, but not limited to, job search assistance, job referral, job placement assistance, re-employment services for unemployment insurance claimants, and recruiting assistance to employers with job vacancies. Services are delivered in one of three modes, including self-service, facilitated self-help services, and staff assisted service delivery approaches.

- **Rehabilitation Act Title I programs (Title IV)**

Vocational Rehabilitation Services (VRS) specializes in working with individuals with disabilities that pose barriers to employment, post-secondary training, independent living and community integration. VRS works with other partners to, contribute to the infrastructure of the WFC system. Resources contributed through VRS include pre-employment transition services, vocational assessments, job tryouts, community-based evaluations, job search assistance, job coaching, case management, tuition assistance, and supportive services. VRS staff are available, as needed, to consult

with partners working with individuals with disabilities. Additionally, VRS co-enrolls participants with other One-Stop partners to ensure collaboration and cohesive service delivery to the benefit of the consumer. Specifically, VRS provides access or referral to the following partner programs:

- Career & Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs
- Migrant Seasonal Farmworkers
- Veterans
- YouthBuild
- Trade Act
- Community Services Block Grant (CSBG)
- Housing and Urban Development (HUD)
- Unemployment Compensation
- Second Chance Programs
- Temporary Assistance to Needy Families (TANF) (Minnesota Family Investment Program (MFIP))
- Ticket to Work
- Supplemental Nutrition Assistance Program (SNAP) employment and training programs

All core partners included in a particular One-Stop location are included in the Infrastructure Funding Agreement (IFA)) to fund One-Stop overhead costs. Expenses are shared based on proportional benefit, space usage, number of staff present, and other factors.

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

Each program applicant is assessed by the Title I employment specialist (ES). This assessment includes a review of employability concerns, evaluation of current skill gaps for in-demand occupations, and appraisal of the customer's motivation to take an active role in services. The assessment drives determinations of program type and appropriateness. It also helps the ES determine which activities, available through the Adult and Dislocated Worker Program, are most appropriate once enrolled.

Training services are available to customers whose skills do not lead to suitable employment. Training is justified through the use of assessment, outlined as an activity in the development of an Individual Employment Plan, and supported by relevant labor market information. Training leading to high opportunity (e.g., high-wage, high-demand) occupations is promoted and supported.

Ongoing evaluation of Adult and Dislocated Worker employment and training activities and best practices are considered to promote continuous program improvement. Regular team meetings are convened to assure communication and program compliance, promote learning, and problem solve. Participant data, including eligibility and assessment data, is regularly evaluated to determine participant progress and/or success in meeting performance measures. These reports are reviewed regularly, and information is provided to appropriate teams on a regular basis to ensure these measures are met or exceeded. Effectiveness is demonstrated when program goals meet the workforce skill needs of the jobseeker and the sector, and when core partners of LWDA 5 collaborate.

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

CMJTS uses WIOA Youth, state (formula and competitive), and private funding streams to prepare young and emerging adults who have encountered barriers to success for self-sufficiency, sustainable employment, and career satisfaction. These services, which include individualized case management, work-based learning (e.g., paid work experience, OJT, etc.), occupational training, and financial support, are marketed to youth and young adults, ages 14-24, who face barriers to education and/or workplace success. These barriers include, but are not limited to, disability (e.g., physical, developmental, emotional, etc.), pregnancy/parenting status, offender history, homelessness, foster care status or history, and school dropout status. CMJTS Youth Program ESs work with these populations to prepare them for the modern workforce. Emphasis is placed on the development of positive work habits and soft/career-success skills, as well as more specific industry-related skills. Specific strategies include:

Individualized Case Management: Each CMJTS Youth Program participant benefits from the guidance and support of a trained Youth ES. This case management, which includes financial support services, focuses on improving work readiness/employability by removing barriers to participant success. This service begins during the enrollment process and continues until which time the participant has successfully entered either the workforce or long-term, post-secondary training, provided that the participant remains interested in and responsive to Youth Program involvement. When a youth with a disability, who would benefit from increased service coordination to reach their individual guideposts to success, is identified, the ES will refer to CMJTS' disability resource coordinator. That professional works with the participant to identify their formal and informal supports (e.g., other professionals, important friends and family members, etc.) and assembles an Integrated Resource Team (IRT). Team members work together in a "wraparound" fashion to support the participant through increased coordination.

Work-based Learning: CMJTS often hires youth to participate in paid internships with local employers. Youth receive the positive reinforcement and satisfaction that comes with earning a paycheck while developing skills, learning positive work habits, and helping the employer meet labor needs. In some cases, youth can receive academic credit from their school for successful completion of this experiential learning opportunity. When possible, these opportunities are enhanced through CMJTS' Workforce Protégé option, which gives the youth participant the opportunity to benefit from deeper employer commitment. Because the employer agrees to reimburse CMJTS for a portion of the participant's wage (generally at a rate of 50 percent), youth participants are able to take advantage of a longer learning opportunity. This gives them the chance to develop more skills while on the job. Another critical component of the Workforce Protégé strategy is the provision of one-to-one mentoring sessions. These sessions occur at least weekly between each Workforce Protégé participant and the business owner or other supervisor-level personnel. This mentoring time is meant to help the young participant benefit from the experience of the mentor and give them additional insight into the mentor's career pathway. It also provides an opportunity for the mentor to help the participant develop strategies to overcome their personal barriers to success.

On-the-Job (OJT) Training: To help employers mitigate the cost of reduced productivity that results from training a new employee who is faced with barriers to success, the CMJTS Youth Program has the ability to offer OJT assistance. Employers are reimbursed for a negotiated portion of the new hire's wage for the duration of a training period which, for the

CMJTS Youth Program participant, is generally two to four months and is dependent upon the skill development required for job success.

Occupational Training: CMJTS Youth Program ESs spend a significant amount of time assessing youth and helping them to find career pathways that are supported by the labor market, as well as their individual work interests, abilities, and values. Once these pathways are identified, the ES works with the participant, while coordinating with other assistance providers, to provide financial support with tuition, books, fees, and other training-related expenses.

Vocational Rehabilitation Services (VRS) assist youth, ages 14-21, who have disabilities. Youth who are still in school and have not graduated from high school are eligible for Pre-Employment Transition Services. These services can include job exploration counseling, work-based learning experiences, counseling on opportunities for enrollment in comprehensive transition or post-secondary educational programs at institutions of higher education, workplace-readiness training, and instruction in self-advocacy. They can be provided for students whether or not they have applied for services. In July 2017, VRS began partnering with the CMJTS Youth Team to provide these services across LWDA 5.

VRS also provides services to transition-aged youth who apply for services and fall within the state's priority for service. Individuals in this group can be either in school or out of school and can receive any service VRS offers if that service is necessary to help the student to achieve their educational and employment goals.

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

The CMJTS LWDB recognizes and supports partnership with ABE, K-12, and post-secondary educators as a means to proactively develop the workforce. It involves secondary and post-secondary educators both on the board and in its committees. The CMJTS LWDB also involves the partners in initiatives and activities by holding regular meetings, disseminating information and opportunities in a timely manner, coordinating activities, and planning/executing strategies with the input and guidance of business and industry partners.

The CMJTS LWDB also recognizes that investment in education is needed to close the current skills gap. There is increasing demand for higher-skilled workers throughout LWDA 5, particularly in the manufacturing, healthcare, and IT sectors. Local workforce development needs also include the need to prepare students for the real demands of local employers and to create a streamlined education system for doing so. This process of identifying and effectively responding to business needs requires the expansion of a network of professionals who can develop strategies. Through CMJTS LWDB-facilitated events the needs of business are continuously evaluated.

Over the past two years, the CMJTS LWDB has partnered regionally to deliver a series of three summits intended to help representatives from the healthcare sector connect with qualified workers and provide current career pathway information to workforce professionals and other players. These events have been successful. The CMJTS LWDB intends to partner to provide similar events focused careers in manufacturing.

The Workforce Development Committee, a standing committee of the CMJTS LWDB, regularly invites guest speakers from different economic and industrial sectors to their

meetings to monitor the needs of businesses and their workers. Information gathered is used to plan activities and strategies to respond to those needs.

By partnering with DEED, ABE, the Minnesota State Colleges and Universities system, and other educational entities, the CMJTS LWDB is well-positioned to prepare the adult workforce. An MOU, a three-year agreement between the CMJTS LWDB, the LWDA 5 ABE consortia, and the Minnesota State Colleges and Universities system is written for the purpose of delivering streamlined services through the career pathways training model.

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

As previously noted, providing access to supportive services for eligible individuals is an integral part of case management for all core partners of the WFC system. Available supportive services, such as access to transportation resources, assistance with child care costs, and housing, enable individuals to participate in activities and maintain successful progress. Most programs offered by core partners also include provisions for clothing or equipment required for a new job, as well as resources to meet medical needs, relocate for a job, and meet basic needs during training and/or job search.

LWDA 5 is primarily considered a rural area, with limited public transportation resources available. This presents a widespread barrier that can prevent participants from accessing programs, services, or training to gain skills needed to increase employability. However, staff are resourceful and have identified several resources to assist with this need:

- Community Action Programs, including Lakes and Pines, Wright County Community Action, Tri-Cap, and United Community Action Partnership, to assist with car repairs and other transportation-related expenses, so participants can get to work.
- Local transportation companies in Pine, Mille Lacs, Kanabec, Isanti, and Chisago counties, Arrowhead Transit, Timber Trails, Attaboy Taxi
- Trailblazer Transit system in McLeod and Wright counties
- Central Community Transit in Renville County
- Timber Trails for car referral/donation program
- Medical insurance providers for participants in need of medical transportation

Finding adequate and affordable child care is often another barrier for jobseekers, especially those living in rural communities. Finding child care for children less than one year old is extremely difficult in all parts of the region. However, some resources have been identified, including:

- Child care assistance programs through each of the 11 county human service agencies. Many program providers have applications available at the local One-Stop to make the application process easier.
- Greater Minneapolis Crisis Nursery supports families in crisis on a 24/7/365 basis. These free, voluntary services have the ability to assist on a short-term basis.
- The milestonesmn.org website, formerly Child Care Choices, provides the user with dozens of links and resources to help them connect with local child care providers.

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

Minnesota's Plan for WIOA implementation outlines the state's strategy for providing reemployment assistance to Wagner-Peyser's target population—Unemployment Insurance (UI) claimants. The strategy will be:

- A Wagner-Peyser staff person will attend every Reemployment Services and Eligibility Assessment (RESEA) session the UI program offers across the state. The UI program typically offers RESEA sessions to approximately 40,000 applicants per year to those who are at-risk of exhausting their UI benefits.
- The RESEA and Wagner-Peyser staff will conduct a quick assessment of every participant to identify those who will most likely benefit from additional WFC services.
- The Wagner-Peyser staff person will provide an overview of WFC services, either 1:1 or in a group setting (depending on the size of the group), that includes information on how to register for the state's labor exchange system, MinnesotaWorks.net, and information about programs such as the Dislocated Worker Program and other offerings they may be eligible for and benefit from.
- The Wagner-Peyser staff person will assist the RESEA customer their initial registration and enrolling in a Creative Job Search workshop. This workshop is typically the first job search assistance/job placement service offered to UI recipients. The workshop consists of training on how to find a job, including career planning, preparing for the job search, skills identification, résumés, and cover letters, applications and references, the use of social media, interviewing skills, and more.
- Wagner-Peyser will follow up with RESEA participants who are not enrolled in a program to ensure that they have a complete registration and résumé on MinnesotaWorks.net, and that they are taking advantage of job placement services.

These activities will be coordinated with the programs within LWDA 5 as follows:

Job Service

DEED delivers key services to jobseekers and businesses through Job Service. The focus of all services, which are available through Minnesota's statewide network of WFCs, is to help jobseekers find work and help employers find and retain qualified employees.

DEED's Job Service staff guide jobseekers through all steps of job search and career planning.

Job Service Activities

- Inform jobseekers about WFC services, including eligibility-based employment and training programs
- Educate jobseekers on how to use MinnesotaWorks.net, DEED's online job bank, to search for and apply for jobs
- Offer 1:1 job search advice and assisting with writing effective résumés
- Provide free workshops and training on job-search fundamentals, including up-to-date strategies online and social media strategies, to jobseekers
- Recommend other community-based resources and services
- Jobseekers who are veterans receive priority referral to jobs and training, as well as special employment services and assistance
- Wagner-Peyser staff attend each UI RESEA workshop and provide follow-up services with the intent of helping each participant create a viewable résumé on MinnesotaWorks.net.
- RESEA participants also receive information and referrals to eligibility-based programs (such as WIOA Dislocated Worker), orientations to WFC services, and workshops

DEED's Business Services focuses on helping Minnesota's businesses succeed by

providing solutions to common workforce and recruitment challenges.

Business Services Activities

- Provide information on MinnesotaWorks.net, DEED's no-fee online job bank that serves to connect jobseekers and employers in Minnesota.
- Execute proven recruitment and retention strategies through job fairs, recruitment events, and employer workshops.
- Offer training on the MinnesotaWorks system to help employers find the best candidates by creating effective online job postings for access to the largest group of jobseekers.
- Provide education on the labor market, tax credits, and hiring incentives.
- Provide referral information for local, state, and federal business information and resources, including those pertaining to education, training, exports, business expansion, and human resources.

DEED Workforce Strategy Consultants

Develop innovative workforce solutions by aligning resources, facilitating collaboration, and leveraging expertise in targeted industry sectors to drive economic equity and growth.

- Assist key stakeholders in the successful implementation of the regional plan
- Leverage expertise in industry sector workforce development strategies
- Connect key stakeholders to workforce development resources
- Enhance regional economic prosperity through partnership with DEED's business development specialists and labor market analysts
- Design tools and resources to support businesses as they develop strategic workforce solutions that are relevant in today's dynamic and ever-changing environment

All WFCs provide a staffed resource area to serve the public without regard for eligibility. Minnesota maintains strong, inclusive eligibility policies that also address services available to the universal customer, ensuring that all individuals can access services.

Continuous improvement is achieved by requiring all resource area staff to complete the Reception and Resource Area Certification Program (RRACP). This program certifies staff in the knowledge and competencies needed to provide a high level of service in the roles of receptionist and/or resource area attendant. DEED has also developed and maintains a Reception and Resource Area Forum (RRAF) website.

WFCs use the "customer service protocol" to simplify and clarify the process of assisting customers effectively in the resource areas. The steps are to greet the customer, assess needs and expectations with the customer, act on expressed needs, and confirm that customers' needs were met.

Other continuous improvement efforts include:

- Classroom presentation skills training, based on the state's Creative Job Search workshop, will continue to be offered to all employees who facilitate workshops.
- Staff will continue to be encouraged to attend the state's annual Job Counselor training event, which includes keynote speakers and breakout sessions on multiple topics related to their work with jobseekers and businesses.
- All Job Service employees have access to the SkillSoft online training platform. Training specific to each employee is documented in the employee's individual development plan.

To avoid duplication of services and ease the referral of customers to available and

appropriate workshops, Job Service posts a monthly workshop calendar for all jobseekers and partners. All workshops are also entered online through the DEED website: <http://mn.gov/deed/job-seekers/workforce-centers/workshops/>.

Partner manager meetings are held, as necessary, to discuss WFC program and operational practices to ensure program compliance and discuss concerns and/or improvements. Best practices are shared among partners and new ideas generated based on changes in employment practices, unemployment figures, and business input.

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

LWDA 5's ABE program is an active partner in the local and regional workforce system. ABE administers the skills assessment (TABE) for Pathways to Prosperity customers on behalf of the area employment service provider, co-enrolls and cross refers students to employment and training programs, and works to provide just-in-time literacy programming for career pathways across the region.

LWDA 5 has an ABE representative on the CMJTS LWDB, and local ABE partners collaborate with CMJTS on several grant opportunities, including:

- FastTRAC and Pathways to Prosperity, and similar career pathways training program models
- ABE-facilitated National Retail Federation customer service curriculum for a CMJTS' "Retail Solutions" grant project
- Plans to collaborate between ABE, WFD, and local libraries to develop and deliver a digital literacy program to customers in need

ABE has built programming and partnerships to create multiple points of entry for students along several career pathways and is eager to work more closely with the CMJTS LWDB to embed this work further across the region.

To comply with Minnesota State Statute 124D.52, subd. 2., all existing ABE consortia and new or reorganized applicants for ABE funding must submit a five-year narrative. Future five-year narratives will include a review and description of program results, successes, organizational structure, and adherence to state/federal requirements, including evidence that ABE programming aligns with the local and regional WIOA plan. This may include evidence of common referral, co-location, program collaboration, alignment of assessment processes, and participation in the selection and design of occupational pathways. As required by WIOA, ABE's service model and program narrative will be shared with the CMJTS LWDB after it has been approved by the Minnesota Department of Education.

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

The CMJTS LWDB collaborates with VRS to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. To the extent possible, services are co-located in WFCs to provide access to a wide variety of services. Each WFC provides an orientation to services available to assist jobseekers, so they may make informed decisions when choosing a service provider. Direct service staff participate in cross-training to ensure they understand the services and eligibility criteria for each program offered by the various partners.

VRS staff is available to consult with WFC customers without the need to formally apply for services. Information is offered on topics, including how and when to disclose a disability, how to effectively incorporate assistive technology, Social Security work incentives, and benefits planning. There is currently a joint effort to provide joint financial and work incentives planning for individuals receiving Social Security Disability Insurance. Disability Benefits 101, a software program developed using Medicaid Infrastructure grant funding, is available to all partners to assist staff and inform jobseekers about the impact earned income will have on federal and state benefits, including public health insurance.

The CMJTS LWDB consults with VRS on initiatives such as incumbent worker and customized training programs, career pathways initiatives, youth services, and other business services.

The CMJTS LWDB sponsors local job fairs. VRS participates in the job fairs and other community events. The local partners also share job leads, and VRS may purchase placement services from the LWDB as part of a performance-based funding agreement.

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

The LCEO or the governor, has designated the LCEOs in Region 5 to serve as a local grant recipient for such funds. The current JPB Agreement between the JPB and CMJTS designates CMJTS as the grant recipient and administrative entity for WIOA activities. The JPB Agreement is reviewed every two years.

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

CMJTS is the administrative entity, fiscal agent, and grantee for WIOA Title I activities in LWDA 5. Grants are awarded and contracts are a result of a JPB Agreement between the 11-county LWDA 5. This agreement is updated every two years.

The CMJTS chief executive officer serves as staff to the CMJTS LWDB.

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

The CMJTS LWDB expects local service providers to, at minimum, meet the performance standards negotiated with the governor and LCEOs, as they apply to each program. Historically, LWDA 5 has met or exceeded all performance standards under WIA and it is anticipated this will continue under WIOA.

As required by WIOA, a more collaborative and robust service delivery system will be

implemented. This will include common performance measures for core partners. With WIA, these measures were only applied to the Title I provider. However, all core partners must now report performance on these measures and this will require some adjustment, particularly by VRS, ABE, and Job Service.

The CMJTS LWDB is aware there are two measures under WIOA that were not included in WIA: employer engagement and measurable skill gains. The board will work with partners to ensure that these new measures are fully understood, and a plan is in place to monitor achievement of these standards.

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

The Governor's Workforce Development Board (GWDB) is in the process of developing the board orientation materials for state and local boards. Included in this work are the key elements (factors) for strategic, high-performing boards. Once these factors are presented to the CMJTS LWDB, it will take the appropriate actions.

Consistent with the state plan goals, 1. A career pathway system approach, and 2. Business-led sector strategies, the actions of the CMJTS LWDB will include:

- **Innovative Strategies:** Local boards will have a tremendous opportunity to create innovative strategies to focus on employer engagement, strengthening of core programs, dissemination of best practices, and promoting effective use of technology to enhance service delivery.
- **Standing Committees:** Boards are encouraged to establish and maintain standing committees such as the Youth Council, services to individuals with disabilities, and a committee to address One-Stop partner service issues.
- **Career Pathways and Industry and Sector Partnerships:** Boards will have greater influence on secondary education reform initiatives where Career Pathways are emerging and in leveraging business and industry groups to establish sector partnerships.
- **Local Labor Market Analysis:** Boards will have the opportunity to complete a comprehensive analysis of the workforce in the region, including current labor market employment data, information on labor market trends, and educational and skill levels of the workforce in the region, including individuals with barriers to employment.

The above calls to action will ensure the CMJTS LWDB remains a high-performing board, addressing the needs of local business through use of training methods that result in the best possible outcome for LWDA 5 jobseekers.

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

To coordinate funding, the Title I training services provider, CMJTS, uses a "Funding Coordination Agreement" form or an *individual training account*. Use of this form ensures that WIOA funds are not duplicating other available funding sources.

The CMJTS LWDB through the Title I One-Stop provider, will make available:

- A list of training services providers who have met the Educational Training Provider List (ETPL) program requirements
- A description of the programs through which the providers may offer training services

- Performance information, including cost, placement, and success rate, as well as potential wage information relating to the eligible provider training programs

A variety of resources are used to provide access to program and labor market information to participants. These resources include the CAREERwise Education website, administered by the Minnesota State Colleges and Universities System, DEED web resources, the licensed, registered, or otherwise exempt training provider list provided by the Minnesota Office of Higher Education (MOHE), and/or the state's Eligible Training Provider List (ETPL) in order to maximize informed consumer choice in selecting an eligible provider for training services.

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

The draft plan is reviewed by the standing committee of the CMJTS LWDB, the Workforce Development Committee. Committee members include business, labor organizations, community/technical college, and the CMJTS LWDB. Once approved by the Workforce Development Committee and the CMJTS LWDB, the plan is provided to stakeholders and to the public via a posting on the CMJTS.org website. The plan will also be physically posted at the comprehensive WFC in Monticello. Public comment is also invited through social media channels, including CMJTS' Facebook page.

Economic development partnerships, community action agencies, trade and labor representatives, and labor exchange representatives are all members of the CMJTS LWDB and thoroughly review the plan as it is being developed. The CMJTS LWDB approval of the final document is sought after adjustments are made and suggestions are incorporated, prior to submission of the plan.

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

Minnesota is compliant with an integrated technology-enabled case management information system, WorkforceOne (WF1). Programs operated by the current workforce system use WF1 for case management. Specifically, it is used for notation, activity and goal tracking, credential documentation, and follow up. WF1 promotes collaboration and co-enrollment by allowing One-Stop partners to see program information related to common participants when the appropriate releases and permissions are in place.

While paper documentation is also used in the intake and case management process, WF1 is now also capable of electronic data storage and WFC partners are moving toward using this feature to varying degrees. Partners are also exploring electronic means of completing a universally accepted enrollment process to reduce paperwork barriers for applicants. A broader use of other electronic, fillable forms (e.g., employment plans and self-assessments) may also be incorporated.

Also included in the effort to create a more efficient and user-friendly system is expanding the ability to communicate with participants via text message. This works particularly well with the CMJTS Youth Program. Other programs are working to incorporate this into their communication methods. LWDA 5 One-Stop centers also use Skype as a means for customers to interview with potential employers.

Other efforts at better integrating technology will be for local program providers to ensure

their websites are accessible by individuals with disabilities and English language learners and to optimize these sites for mobile platforms. This involves relatively simple strategies that can have a large impact on the number of individuals who can easily access the system.

The ability to move toward a technology-enabled system in this largely rural region is limited by the availability of broadband services to more remote areas. There are initiatives under way to expand broadband access; however, these changes typically occur slowly. The CMJTS LWDB recognizes large portions of the populations that participate in One-Stop programming either don't have access to the technology CMJTS is trying to integrate or have a low degree of comfort/skill with using these technologies.

SECTION C: PROGRAM OPERATIONS

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

LWDA 5 staff have a long history of communication with Rapid Response staff and respond via email and telephone communication to comply with Rapid Response policies.

Communication with DEED staff is initiated through the Rapid Response liaison, and then shared with Titles I and III frontline staff as the scope of the dislocation event is determined.

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

When any staff member from Title I Dislocated Worker or Title III Business Services is informed of a dislocation event, the appropriate staff will attempt to contact with the company to confirm the situation. This allows for a quick response. Concurrently, the Title I or Title III liaison will contact DEED's Rapid Response team via email to provide them with all available information related to the dislocation event.

When the layoff in LWDA 5 progresses into a local project, CMJTS is often the sole respondent. However, in the rare event other providers respond to competitively, CMJTS staff are instructed to remove themselves from contact with any workers from the dislocation event until which time the competitive process is complete, and a provider has been selected. Reception staff in the LWDA 5 WFCs and affiliate sites are instructed to refer all questions regarding the event to the designated DEED Rapid Response staff.

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

Through telephone and email communication, the Title I and Title III Rapid Response liaisons coordinate with responding DEED Rapid Response team members to contact the employer and serve the business and their dislocated workers. This may be through onsite informational sessions, facilitated in collaboration with DEED Rapid Response, CMJTS Title I Dislocated Worker Program, and/or UI representation.

Other possible responses include CMJTS staff responding with Rapid Response surveys or providing printed resource materials to the employer to share with impacted workers. If the employer provides a list of impacted workers, CMJTS contacts these individuals via telephone and first-class mail, notifying them of the availability of dislocated worker services.

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

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

As indicated in question 1B above, when information regarding a possible dislocation event is shared with any LWDA 5 staff member, that information is communicated to the DEED Rapid Response team. During that communication, the potential of TAA certification is discussed. Rapid Response or the LWDA 5 liaison will communicate with the State Trade Act unit regarding any potential TAA. The local providers are also willing to contact the TAA

unit directly, via email at DEED.TAA@state.mn.us, or by phone to report potential TAA certifications.

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

As the Title I provider, CMJTS makes every effort to effectively coordinate services with the State Trade Act staff. To date, this has included assisting with informational meetings, assisting customers with the completion of Trade Act applications, contacting Trade Act staff to share customer concerns, communicating Trade Act staff concerns to customers, and participating in Trade Act related trainings.

CMJTS Dislocated Worker staff have spent considerable staff hours learning the TAA process and have brought Trade Act staff to team meetings for personalized training, as needed. Much communication, via telephone and email, has occurred between CMJTS Dislocated Worker Program employment specialists and State Trade Act staff.

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

Yes _____

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

Yes _____

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

Support Services are typically offered to customers who clearly indicate financial need when completing a financial needs analysis form. If a customer does not complete the form, they are not eligible to receive support services. However, customers who do not complete the form initially can reconsider this decision at any time.

Additionally, program policy requires customers to be in compliance and working toward the goals outlined in their IEP prior to receiving support services.

All support is recorded by the CMJTS Accounting Department in WF1. It is also justified and tracked by the employment specialist in field files.

All new staff receive training regarding the support service policy and internal bi-annual file reviews ensure consistent compliance with this policy.

The local area adheres to DEED's policy requirement to document eligibility for and need of support services in the IEP/ISS.

SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

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

Yes

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

Yes

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

Yes

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

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

Yes

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

Yes

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

Yes

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

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

The Minnesota Veterans Questionnaire is used to identify veterans. WFC professionals ask all customers who come into the WFC if they have ever served in the United States military. If the answer is "yes," these customers are asked to complete the Veterans Questionnaire. Non-JVSG. Staff review the questionnaire and make appropriate referrals based on the customer's responses. Onsite signage helps convey the message that it is important for customers to inform WFC staff of their military/veteran status, so they may be made the highest priority.

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

Signage in the WFC advises veterans and other eligible persons of the Veterans' Priority of

Service (POS). Information on Priority of Service is also provided during various program orientations, by WFC resource room staff, and during workshops. LVER staff train and update local partner staff on the provisions of POS and PL 107-288.

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

As the Title I provider for WIOA Youth, Adult, and Dislocated Worker programs, CMJTS will include a statement on its website reading, "**Veterans and other covered persons are entitled to priority of service under WIOA Adult, Youth, and Dislocated Worker programs.**" This statement will be posted on CMJTS' home page and listed on all appropriate program description/information pages. Other partners who have a presence on the internet will do the same. All websites associated with the WFCs provide information on and notice of Veterans' Priority of Service.

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

The DOL-approved Minnesota Veterans Questionnaire is used to identify veterans with significant barriers to employment (SBE). The questionnaire identifies DOL-designated SBE's per VPL 03-14, including change 2.

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

LWDA 5 has identified partner staff (in each WFC) to provide services (including intensive services) to SBE veterans in the absence of a DVOP. These staff have been trained on how to effectively serve veterans via the NVTI Webinar "Helping Veterans to Meaningful Careers," and from LVER staff. WFC staff conduct initial assessments with current and former military service members with significant barriers to employment and refer them to the designated intensive service provider when the DVOP is not available.

The comprehensive WFC, in Monticello, has a State Veteran Service Officer in-house every Tuesday. This individual shares information and provides assistance with Veteran Assistance and state veteran benefits applications. This includes applications for service-connected disability compensation, pensions, home loans, education benefits, burial benefits, surviving spouse benefits, health care, long-term nursing home care, emergency financial grants, and other benefits.

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

Local DVOP and/or LVER staff attend staff and partner meetings and orientations, participate on WFC work teams, collaborate with WFC partners on various events, and provide training to partner staff and management regarding the JVSG program.

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

Yes x

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

Job Service has MinnesotaWorks.net information available in the WFC reception and resource area. This information provides complete registration instructions for customers to register with Minnesotaworks.net. Staff who assist customers in the resource area inform customers about Minnesotaworks.net and provide individual assistance to help them become registered and enter their résumés so they are viewable to employers. For jobseekers participating in the MFIP and Title I Adult and Dislocated Worker programs, customers are required to register and enter their viewable résumé on Minnesotaworks.net. UI recipients enrolled in Re-employment Assistance are also required to register on Minnesotaworks.net and are provided information on creating viewable résumés. Staff who provide workshops and facilitate networking groups inform all participants about Minnesotaworks.net and provide registration instructions, Veterans receiving case management services are also required to be registered on Minnesotaworks.net. In addition to MinnesotaWorks.net registration, work-ready jobseekers are encouraged to attend local résumé workshops.

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

Yes _____

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

Yes _____

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

Yes _____

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

Yes _____

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

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

Yes _____

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

Yes _____

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

Yes x

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

Yes x

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

The CMJTS LWDB's policy and timetable for filling board vacancies are four-fold:

1. *Private Industry members* are recommended by county commissioners in LWDA 5's 11-county region, based on the policies of the JPB Agreement and CMJTS Bylaws. County commissioners select Private Industry membership based on the CMJTS LWDB's identified sector strategies for the regions in compliance with WIOA Law, sec. 107(b)(2): The composition of the board shall include representation of business in local area who are appointed from among individuals nominated by local business organizations and business trade associations. Selected Private Industry candidates are reviewed by the CMJTS LWDB Executive Committee against a rigorous qualifications checklist (interviews are scheduled with this group), then sent to the full board for a motion to refer to the CMJTS JPB for final approval.
2. *Organized Labor members* are referred to the CMJTS JPB for approval by local labor unions. When an opening occurs on the CMJTS LWDB, a letter is sent to over 100 local labor unions to submit the name(s) of individuals with the qualifications the board is searching for. Policy dictates that the two organized labor union members must not be from the same labor union. Candidates must be submitted by the head of the labor unions within 30 days of the letter. Selected candidates are reviewed by the CMJTS LWDB Executive Committee against a rigorous qualification checklist (interviews are scheduled with this group), then sent to the full board for a motion to refer to the CMJTS JPB for final approval.
3. *Other identified CMJTS LWDB membership* use the following strategies:
 - a. *Education*
 - i. Letters are sent to ABE consortiums in the region to select an ABE manager for membership to the CMJTS LWDB who will be the spokesperson for all consortiums in the region.
 - ii. Letters are sent to Minnesota State Colleges and Universities partners, including community and technical colleges in the region, requesting candidates who are college presidents or vice presidents. If none apply, letters are sent to school districts in search of a school superintendent.
 - b. *Community-Based Organizations, Public Employment (Job Service), Economic Development, Public Assistance, Rehabilitation Service*
 - i. Letters are sent to the above entities requesting qualified candidates for board membership. In most cases, letters of recommendation for candidates are submitted to the CMJTS LWDB for review and follow the same procedure outlined in 3a.i. and 3a.ii. Selected candidates are reviewed by the CMJTS LWDB

Executive Committee against a rigorous qualifications checklist (interviews are scheduled with this group), then sent to the full board for a motion to refer to the CMJTS JPB for final approval.

4. *Joint Powers Board:* Three members of the CMJTS JPB are elected as its officers (the chair, vice chair, and secretary)—one from each of the regions of 7W, 7E, and 6W. Under the JPB Agreement, the elected officers serve both as an officer to the CMJTS JPB and as a member of the CMJTS LWDB.

Although board selection is an arduous and time consuming, the CMJTS's LWDB and JPB policy is to act immediately when an opening occurs so the board is always fully-staffed. The board has been very successful in identifying upcoming vacancies by following strict guidelines and, each January, sending out letters-of-intent to all CMJTS LWDB members whose terms end June 30. This serves to identify members who plan to vacate the board or have retired from their job (retirees can complete their two-year term but cannot be reappointed). Placing the right candidates on the CMJTS LWDB is critical to the success of the board and the future of the local area's workforce development system and partnerships.

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

Yes No

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

- C. Complete **Attachment C – Local Area Board Membership List**.

- D. Complete **Attachment D – Local Area Board Committee List**.

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

ASSURANCES AND CERTIFICATIONS

ASSURANCES

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

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

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

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

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

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

CERTIFICATIONS

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

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

SIGNATURE PAGELocal Workforce Development
Area NameLocal Workforce Development Area 5

Local Area Board Name

Central Minnesota Jobs and Training Services, Inc.
(CMJTS) Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name Trish Taylor**Title** Co-owner**Organization** Taylor Land Surveyors**Address 1** PO Box 179**Address 2** _____**City, State, ZIP Code** Monticello, MN 55362**Phone** (763) 295-3388**E-mail** Ttaylor818@yahoo.com

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

Name Richard Greene**Title** Commissioner**Organization** Chisago County**Address 1** 313 N. Main St.**Address 2** _____**City, State, ZIP Code** Center City, MN 55012**Phone** (651) 213-8832**E-mail** rgreene@co.chisago.mn.us

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

Local Area Board Chair**Chief Local Elected Official**Name Trish TaylorName Richard GreenTitle CMJTS Workforce Development
Board ChairTitle Commissioner, Joint Powers
Board Chair

Signature _____

Signature _____

Date _____

Date _____

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

Region 3 Leadership & Planning Board

Local Workforce Development Area

5 and 17

MEMBER	ORGANZIATION
Trish Taylor, Chair, Central Minnesota Workforce Development Board	Co-owner, Taylor Land Surveyors, Inc.
Loren Nelson, Vice Chair, Central Minnesota Workforce Development Board	President, Aurelius Manufacturing Company
Rick Greene, Chair, Central Minnesota Joint Powers Board	Commissioner, Chisago County
Harlan Madsen, Vice Chair, Central Minnesota Joint Powers Board	Commissioner, Kandiyohi County
Spencer Buerkle, Vice Chair, Career Solutions Joint Powers Board	Commissioner, Benton County
DeWayne Mareck, Chair, Career Solutions Joint Powers Board	Commissioner, Stearns County
Heidi Peper, Past Chair, Career Solutions Workforce Development Board	Sr. Community Development Specialist, SEH, Inc.
Jill Magelssen, Vice Chair, Career Solutions Workforce Development Board	Franchise owner, Express Employment Professionals
Barbara Chaffee, Chief Executive Officer	Central Minnesota Jobs & Training Services, Inc.
Tammy Biery, Executive Director	Stearns-Benton Employment & Training Council

Attachment B**LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS**

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs (see section C.2.D.)	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Equal Opportunity Officer (see section D.3.B.)	Kristin Yeager	(763) 271-3760	kyeager@cmjts.org	Barbara Chaffee
Program Complaint Officer (see section D.5.B.)	Barbara Chaffee	(763) 271-3700	bchaffee@cmjts.org	Commissioner Richard Greene
Records Management/Records Retention Coordinator (see section D.16.C.)	Tricia Bigaouette	(763) 271-3700	tbigaouette@cmjts.org	Barbara Chaffee
ADA Coordinator (see section D.22.)	Skip Wittrock	(320) 308-4163	swittrock@state.mn.us	Jay Hancock
Data Practices Coordinator (see section D.22.)	Patty Schill	(763) 271-3700	pschill@cmjts.org	Missy Hanson
English as Second Language (ESL) Coordinator (see section D.22.)	Jill Jensen	(763) 272-2040	Jill.jensen@monticello.k12.mn.us	Jeremiah Mack

Attachment B

Official Name of WorkForce Center Monticello

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Brian Davis	(763) 271-3799	bdavis@cmjts.org	Dina Wuornos
Job Service Manager	Joan Berning	(320) 441-6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Jill Grand	(763) 271-3740	jill.grand@state.mn.us	Skip Wittrock
State Services for the Blind Manager	Natasha Jerde	(651) 539-2344	Natasha.jerde@state.mn.us	Jon Benson
Local Workforce Development Area Director	Barbara Chaffee	(763) 271-3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Jill Jenson	(763) 272-2040	jill.jensen@monticello.k12.mn.us	Jeremiah Mack
Carl Perkins Post-Secondary Manager	Jamie Barthel	(763) 422-6082	jbarthel@anokatech.edu	Kent Hanson
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Attachment B

Official Name of WorkForce Center Cambridge

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Diana Ristamaki	320-364-0321	dristamaki@cmjts.org	Twylla Wozniak
Job Service Manager	Joan Berning	651-492-1517	joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Lori Thorpe	763-279-4460	lori.thorpe@state.mn.us	Roland Root
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Caroline Nerhus	763-689-6228	cnerhus@c-ischools.org	Scott Wallner/Dave Maurer
Carl Perkins Post-Secondary Manager	Joan Bloemendaal-Gruett	(320) 629-5116	bloemendaalj@pinetech.edu	Joe Mulford
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Attachment B**Official Name of WorkForce Center** Hutchinson

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Colleen McNab	320.593.1056	cmcnab@cmjts.org	Eric Day
Job Service Manager	Joan Berning	320.441.6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	320-441-6587	Mimi.shafer@state.mn.us	Kim Peck
State Services for the Blind Manager	Natasha Jerde	651.539.2344	Natasha.Lemler@state.mn.us	Carol Pankow
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Ann Trochlil	320.231.8492	trochlila@willmar.k12.mn.us	Todd Wagner
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Attachment B

Official Name of WorkForce Center Litchfield

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Colleen McNab	320.593.1056	cmcnab@cmjts.org	Eric Day
Job Service Manager	Joan Berning	320.441.6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	320.441.6587	Mimi.schafer@state.mn.us	Kim Peck
State Services for the Blind Manager	Natasha Jerde	651.539.2344	Natasha.lemler@state.mn.us	Carol Pankow
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Ann Trochlil	320.231.8492	trochlila@willmar.k12.mn.us	Todd Wagner
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Attachment B**Official Name of WorkForce Center** Mora

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Diana Ristamaki	320-364-0321	dristamaki@cmjts.org	Twylla Wozniak
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Attachment B

Official Name of WorkForce Center Willmar

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Joan Berning	320-441-6572	Joan.berning@state.mn.us	Dave Niermann
Job Service Manager	Joan Berning	320-441-6572	Joan.berning@state.mn.us	David Niermann
Vocational Rehabilitation Services Manager	Mimi Schafer	612-437-2718	Mimi.schafer@state.mn.us	Jay Hancock
State Services for the Blind Manager	N/A			
Local Workforce Development Area Director	Barbara Chaffee	(763) 271-3711	bchaffee@cmjts.org	Commissioner Richard Greene
Adult Basic Education (ABE)	Laura Morales	320-231-8480	morelesl@willmar.k12.mn.us	Ann Trochil
Carl Perkins Post-Secondary Manager	Mike Boehme	320.234.8509	Mike.boehme@ridgewater.edu	Douglas Allen
Adult	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	(763) 271-3718	dwuornos@cmjts.org	Barbara Chaffee
Youth	Eric Day	(763) 271-3706	eday@cmjts.org	Barbara Chaffee

Regional Workforce Development Area

3

Local Workforce Development Area

5 – Central Minnesota Workforce Development Board (WDB)

MEMBER	POSITION/ORGANIZATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA (must be majority) Spencer Bjerga 1421E 7 th St. Monticello, MN 55362 Spencer.bjerga@riverwoodbank.com 763-262-4067	AVP, Commercial Lender Riverwood Bank	06/30/18
Elaine Hierlinger 502 First St. Princeton, MN 55371 ehierlinger@izoom.net 763-389-2462	Owner Hierlinger Shoes	06/30/18
Annette Greely 200 Park Lane Buffalo, MN 55313 Annette.greely@elimcare.org 763-682-1131	Administrator Elim-Park View Care	06/30/19
Becky Lourey, WDB Secretary 7564 Birch St. Bruno, MN 55712 blourey@nemadjiresearch.com 320-838-3838	Owner/COO Nemadji Research Corporation	06/30/18
Loren Nelson, WDB Vice Chair 220 SW 8th St. PO Box 508 Braham, MN 55006 loren.c.nelson@aurelius-mfg.com 320-396-3343	President Aurelius Manufacturing Company, Inc.	06/30/18
Mark Netzing 1799 313th Ave. NE	Owner Physical Therapy Consultants, Inc.	06/30/18

Cambridge, MN 55008 marknetz@mac.com 763-689-0748		
Brian O'Donnell, WDB Treasurer 806 10th St. E, Suite 101 Glencoe, MN 55336 parker1@hutchtel.net 320-864-4877	Owner/Broker Priority One Metro West Realty	06/30/19
Cindy Shore 3562 142nd St. NW Monticello, MN 55362 crshore@shoredynamics.com 612-616-0625	President Shore Dynamics, Inc.	06/30/18
Trish Taylor, WDB Chair PO Box 179 Monticello, MN 55362 Ttaylor818@yahoo.com 763-295-3388	Owner Taylor Land Surveyors	06/30/18
LABOR & COMMUNITY-BASED ORGANIZATIONS (20% Minimum and 2 or more nominated by state labor federations and one joint labor-management apprenticeship program labor organization or training director) Jamie Goodrum Schwartz 1004 Commercial Dr. Buffalo, MN 55313 jami.goodrumschwartz@co.wright.mn.us 763-682-7411	Health & Human Services Director Wright County	06/30/19
Jim Nimlos 13100 Frankfort Pkwy. NE St. Michael, MN 55376 jnimlos@mplsjatc.org 763-497-0072	Training Director Minneapolis Electrical JATC	06/30/19
EDUCATION & TRAINING Pam Moriarity 1170 Main Street Elk River, MN 55330 Pamela.moriarity@isd728.org 763-2413521	Site Coordinator WEST Adult Basic Education	06/30/18

<p>GOVERNMENT (Required: Economic Development; Job Service; Rehabilitation) Nancy Hoffman 38871 7th Ave. North Branch, MN 55056 nancy@chisagocounty.org 651-674-5664</p>	<p>Executive Director Chisago County HRA/EDA</p>	<p>06/30/18</p>
<p>Dan Weber 13880 Business Center Dr. Elk River, MN 55330 dan.weber@co.sherburne.mn.us 763-765-3007</p>	<p>Asst. County Administrator, Sherburne County Exec. Director, Sherburne County EDA</p>	<p>06/30/18</p>
<p>Joan Berning 2200 23rd St NE, Suite 2040 Willmar, MN 56201 joan.berning@state.mn.us 320-441-6572</p>	<p>Manager Minnesota DEED Willmar & Hutchinson</p>	<p>06/30/19</p>
<p>Rodney Pederson PO Box 336 Buffalo, MN 55313 rpederson@functionalindustries.com 763-682-4336 ext. 161</p>	<p>President/CEO Functional Industries, Inc.</p>	<p>06/30/18</p>
<p>Commissioner Richard Greene, Chair, JPB 313 N Main St. Center City, MN 55012 rgreene@co.chisago.mn.us 651-213-8832</p>	<p>Local Elected Official Chisago County</p>	
<p>Commissioner Harlan Madsen, Vice Chair, JPB 400 SW Benson Ave. Willmar, MN 56201 Hmadsen2000@yahoo.com 320-664-3880</p>	<p>Local Elected Official Kandiyohi County</p>	
<p>Commissioner Mike Warring, Secretary, JPB 555 18th Ave. SW Cambridge, MN 55008 cambowl@ecenet.com 763-689-2696</p>	<p>Local Elected Official Isanti County</p>	

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Trish Taylor	PO Box 179, Monticello, MN 55362, 763-295-3388, ttaylor818@yahoo.com
VICE CHAIR Loren Nelson	PO Box 508, Braham, MN 55006, 320-396-3343, loren.nelson@aurelius-mfg.com
SECRETARY Becky Lourey	7564 Birch St. Bruno, MN 55712, 320-838-3838, blourey@nemadjiresearch.com

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area	3
Local Workforce Development Area	5 – Central Minnesota Workforce Development Board (CMJTS LWDB)

Committee Name	Objective/Purpose
Youth Committee	To help youth make a connection between learning and earning.
Community & Government Relations Committee	To develop and foster community and government relations while promoting the Workforce Development Board’s interests and policies
Workforce Development Committee	To provide leadership in connecting local/regional business, education, and economic development initiatives, as well as ensuring quality services in the WorkForce Center System or One-Stop Centers.
Economic Development Ad Hoc Committee	To assist the Workforce Development Board in aligning workforce development strategies with local, regional, and state economic development priorities.
Legislative Ad Hoc Committee	To education lawmakers on WorkForce Center System issues and concerns, ensuring all Minnesotans have the opportunity for successful employment.
CMJTS LWDB Executive Committee	To provide the Workforce Development Board with operational leadership and ensure the bylaws are successfully carried out.
CMJTS, Inc. Operations Committee	To provide effective oversight to Central Minnesota Jobs and Training Services, Inc. programs and corporate operations.

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

Regional Workforce Development Area	3
Local Workforce Development Area	5 – Central Minnesota Workforce Development Board (WDB)

Name and Location (City)	Program Service Delivered
Central Minnesota Jobs and Training Services, Inc. 19955 Forest Road North Forest Lake, MN 55025 651.275.7247	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker
Central Minnesota Jobs and Training Services, Inc. Renville County Government Service Center 105 South 5 th Street Olivia, MN 56277	CMJTS Business Services Minnesota Family Investment Program (MFIP), Diversionary Work Program (DWP), Supplemental Nutrition Assistance Program (SNAP)
Central Minnesota Jobs and Training Services, Inc. 900 Fourth Street Southeast Pine City, MN 55063 320.629.4555	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker, SCSEP Senior Services
Central Minnesota Jobs and Training Services, Inc. Ridgewater College Student Services Building, A123B/A123C 2101 15 th Avenue NW Willmar, MN 56201	WIOA Adult, WIOA Dislocated Worker, Minnesota Dislocated Worker, WIOA Youth, Minnesota Youth Program

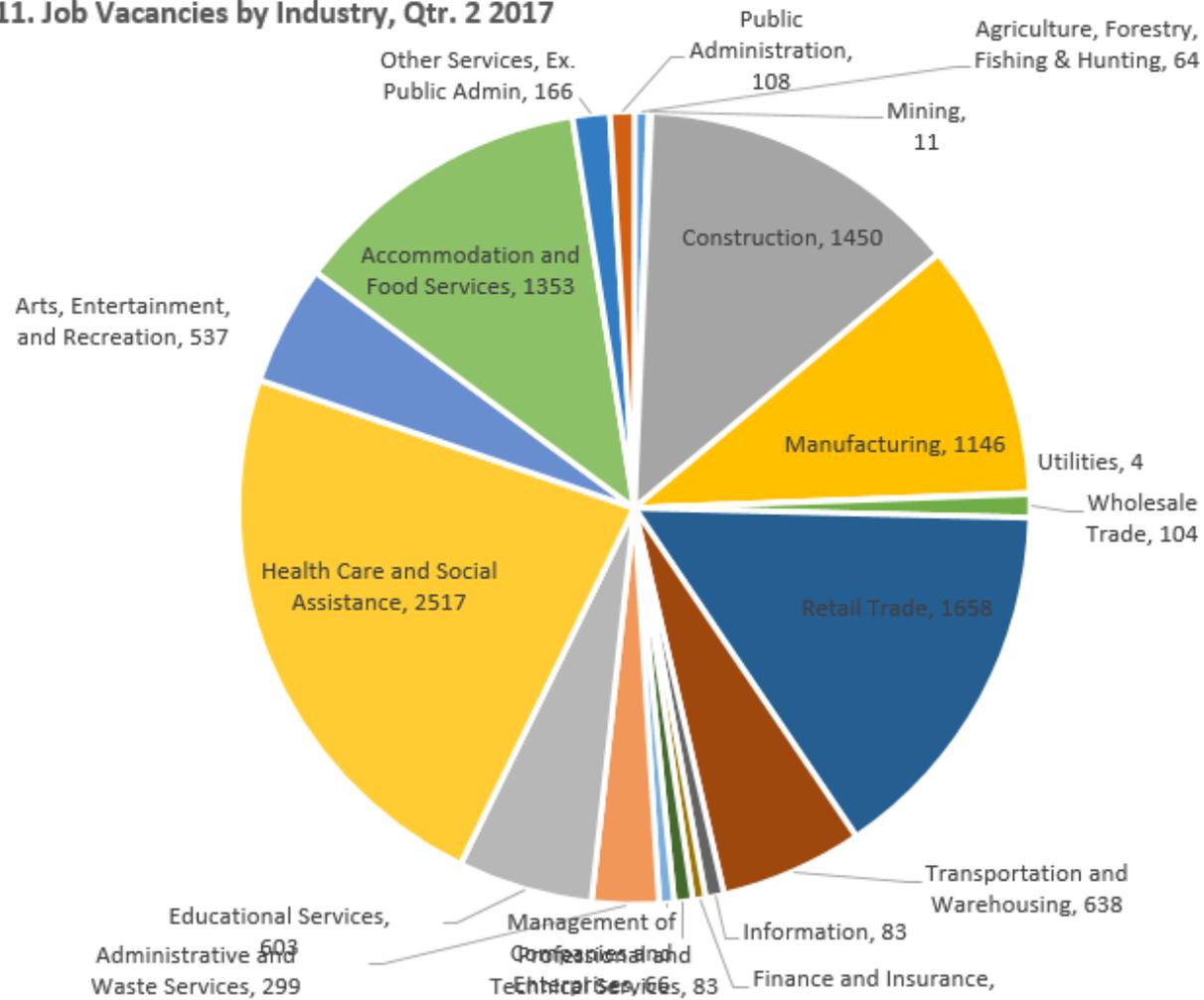
Occupational Group	Central Minnesota				State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Location Quotient	Median Hourly Wage	Estimated Statewide Employment	Share of Total Employment
Total, All Occupations	\$17.45	280,910	100.0%	1.0	\$19.62	2,810,400	#####
Office & Administrative Support	\$17.14	40,840	14.5%	1.0	\$18.26	404,120	14.4%
Production	\$17.90	34,190	12.2%	1.6	\$17.46	220,570	7.8%
Healthcare Practitioners & Technical	\$31.68	16,770	6.0%	1.0	\$32.85	174,230	6.2%
Sales & Related	\$12.08	30,590	10.9%	1.1	\$13.48	275,740	9.8%
Transportation & Material Moving	\$16.76	21,940	7.8%	1.2	\$17.06	178,270	6.3%
Education, Training & Library	\$21.97	23,230	8.3%	1.4	\$23.33	164,560	5.9%
Food Preparation & Serving Related	\$9.93	12,980	4.6%	0.5	\$10.05	236,820	8.4%
Healthcare Support	\$14.17	10,300	3.7%	1.2	\$15.11	84,730	3.0%
Management	\$39.48	12,900	4.6%	0.8	\$49.20	168,370	6.0%
Personal Care & Service	\$11.85	13,280	4.7%	1.0	\$11.77	129,490	4.6%
Business & Financial Operations	\$28.10	9,720	3.5%	0.6	\$31.83	164,180	5.8%
Installation, Maintenance & Repair	\$21.26	11,230	4.0%	1.2	\$22.41	95,700	3.4%
Computer & Mathematical	\$32.10	4,040	1.4%	0.4	\$39.75	97,680	3.5%
Building, Grounds Cleaning & Maint.	\$13.18	8,170	2.9%	1.0	\$13.68	83,180	3.0%
Construction & Extraction	\$24.41	12,570	4.5%	1.3	\$26.55	98,730	3.5%
Community & Social Service	\$20.46	4,780	1.7%	0.9	\$21.32	53,060	1.9%
Protective Service	\$21.88	4,200	1.5%	1.0	\$19.80	42,740	1.5%
Architecture & Engineering	\$31.70	4,100	1.5%	0.8	\$35.96	54,400	1.9%
Arts, Design, Entertainment & Media	\$17.98	2,330	0.8%	0.6	\$22.39	37,290	1.3%
Life, Physical & Social Science	\$27.96	1,500	0.5%	0.6	\$30.59	24,230	0.9%
Legal	\$30.41	840	0.3%	0.5	\$40.36	18,640	0.7%
Farming, Fishing & Forestry	\$15.39	430	0.2%	1.2	\$15.31	3,680	0.1%

Source: DEED Occupational Employment Statistics, Qtr. 1 2017

Table 25. Job Vacancy Survey Results, Qtr. 2 2017							
Central Minnesota	Number of Total Vacancies	Percent Part-time	Percent Temporary or Seasonal	Requiring Post-Secondary Education	Requiring 1 or More Years of Work Exp.	Requiring Certificate or License	Median Hourly Wage Offer
Total, All Occupations	11,010	41%	11%	24%	35%	31%	\$13.78
Management	100	3%	0%	71%	88%	36%	\$29.36
Business & Financial Operations	180	8%	14%	57%	57%	16%	\$14.30
Computer & Mathematical	28	0%	1%	82%	77%	9%	\$25.17
Architecture & Engineering	75	0%	0%	73%	70%	17%	\$20.18
Life, Physical & Social Sciences	30	4%	14%	100%	97%	59%	\$22.06
Community & Social Service	295	40%	4%	51%	54%	56%	\$15.35
Legal	13	0%	17%	101%	49%	40%	\$21.04
Education, Training & Library	538	30%	48%	85%	50%	79%	\$16.83
Arts, Design, Entertainment & Media	142	66%	37%	41%	34%	7%	\$13.35
Healthcare Practitioners & Technical	773	46%	3%	89%	72%	96%	\$25.91
Healthcare Support	503	56%	3%	41%	22%	89%	\$12.98
Protective Service	47	72%	20%	16%	30%	85%	\$12.44
Food Preparation & Serving Related	1,389	71%	6%	2%	18%	6%	\$10.76
Building, Grounds Cleaning & Maint.	357	70%	23%	1%	8%	21%	\$11.32
Personal Care & Service	792	63%	17%	19%	11%	40%	\$10.97
Sales & Related	1,575	64%	6%	2%	19%	1%	\$11.62
Office & Administrative Support	725	43%	5%	8%	30%	11%	\$12.14
Construction & Extraction	1,405	1%	14%	22%	44%	4%	\$17.84
Installation, Maintenance & Repair	193	27%	11%	18%	50%	46%	\$16.77
Production	977	5%	2%	22%	37%	6%	\$13.98
Transportation & Material Moving	811	31%	15%	2%	49%	88%	\$18.35
Internships	19	25%	74%	89%	14%	16%	\$13.28

Source: DEED Job Vacancy Survey, Qtr. 2 2017

Figure 11. Job Vacancies by Industry, Qtr. 2 2017



WDB PROFILE

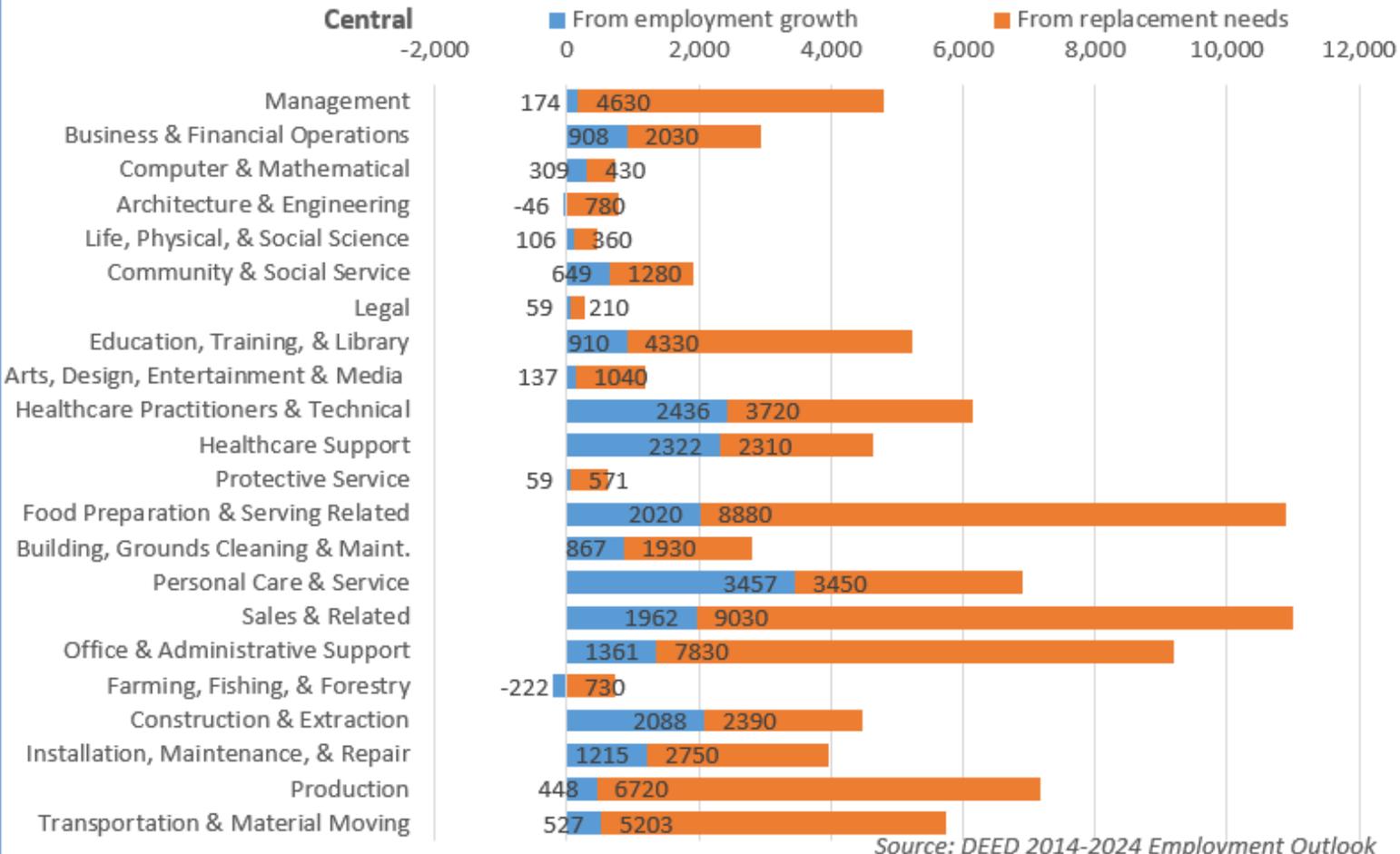
WDB 5 - Central

Updated on: 1/25/2018

Table 26. Regional Employment Projections, 2014-2024						
Occupational Group	Central Planning Region					
	2014 Estimate	2024 Projection	2014-2024 Percent Change	2014-2024 New Jobs	Replacement Openings	2014-2024 Total Openings
Total, All Occupations	302,055	325,393	7.7%	23,338	70,740	97,320
Management	22,397	22,571	0.8%	174	4,630	5,550
Business & Financial Operations	9,595	10,503	9.5%	908	2,030	2,960
Computer & Mathematical	2,964	3,273	10.4%	309	430	750
Architecture & Engineering	3,453	3,407	-1.3%	-46	780	860
Life, Physical, & Social Science	1,321	1,427	8.0%	106	360	480
Community & Social Service	6,002	6,651	10.8%	649	1,280	1,930
Legal	1,229	1,288	4.8%	59	210	270
Education, Training, & Library	19,177	20,087	4.7%	910	4,330	5,250
Arts, Design, Entertainment, & Media	4,189	4,326	3.3%	137	1,040	1,220
Healthcare Practitioners & Technical	16,717	19,153	14.6%	2,436	3,720	6,160
Healthcare Support	10,373	12,695	22.4%	2,322	2,310	4,630
Protective Service	2,340	2,399	2.5%	59	571	630
Food Preparation & Serving Related	25,052	27,072	8.1%	2,020	8,880	10,990
Building, Grounds Cleaning & Maint.	9,589	10,456	9.0%	867	1,930	2,790
Personal Care & Service	17,727	21,184	19.5%	3,457	3,450	6,920
Sales & Related	29,244	31,206	6.7%	1,962	9,030	11,040
Office & Administrative Support	37,866	39,227	3.6%	1,361	7,830	9,950
Farming, Fishing, & Forestry	2,809	2,587	-7.9%	-222	730	750
Construction & Extraction	15,197	17,285	13.7%	2,088	2,390	4,490
Installation, Maintenance, & Repair	11,693	12,908	10.4%	1,215	2,750	4,130
Production	30,062	30,510	1.5%	448	6,720	8,100
Transportation & Material Moving	22,920	23,447	2.3%	527	5,203	5,730

Source: DEED 2014-2024 Employment Outlook

Figure 12. Regional Employment Projections, 2014-2024



WDB PROFILE	WDB 5 - Central				Updated on: 1/25/2018
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