

Regional and Local Plans

7/1/2021 – 6/30/2024

RWDA:

Metro - Region # 4

LWDA:

Anoka County – LDWA #12

REGIONAL PLAN

Local Elected Officials and Local Workforce Development Boards within each Regional Workforce Development Area must participate in a planning process to address the following-

1. Describe the region's economic conditions including existing and emerging in-demand industry sectors and occupations and also the employment needs of employers in these sectors and occupations. Attach a copy of an analysis addressing these factors. It is acceptable and recommended to use the [regional analysis](#) and other information if desired that is available from DEED's Labor Market Information Division.

Prior to the economic and social fallout of the Covid-19 pandemic, the Metro Workforce Development Region #4, was experiencing steady increases year-over-year in job growth, with just over 2million jobs in early March 2020. This jobs outlook for our region was heavily hit by economic impact of the pandemic and the subsequent state lockdown. Within a month of Covid 19 becoming part of our economic, social, and health landscape, the region lost nearly 270,000 jobs (graph 1). While jobs rebounded since April, the metro is still below the depths of the great recession of 2008-2010 (graph 2). For the first time on over 5 years, the metro region ended 2020 with far more job seekers than employment opportunities (graph 3). This trend is consistent with the unemployment insurance claims made in the metro over the last year. At peak, the metro experienced 190,483 Initial UI claims in April 2020, this was on top of 168,704 in March 2020, and while this number has decreased each month since April, November 2020 still saw 38,777 initial claims made (Graph 4).

The economic toll of Covid 19 is not being shared evenly across all industries in our region, nor all people, age groups, and demographics. The full extent of the economic loss during this recession is not yet known, but the trends show clearly what industries and which residents of the region are hardest hit.

The health crisis nature of this pandemic-induced recession produced an uneven economic downturn, hitting industries and occupations that rely heavily on person-to-person contact or those that demand high volumes of in-person activity for sustained economic growth. Not surprisingly, industries and occupations hardest hit on the metro included hospitality/accomodations and food service; arts, entertainment, and recreation; retail trade; and health care. Combined, these four industries accounted for over half of our regions job losses early in the pandemic (Graph 5 and 6). While each of these industries and most industries overall have added jobs back, the impact on our region cannot be overstated. This region relies heavily on our hospitality and tourism sector, arts and entertainment, and health care for economic stability, but also are in-part responsible of the vitality and dynamism of the Twin Cities.

While the distibution of job loss is uneven, the regional trend concerning many is the high percentage of UI claims from occupations paying \$15.00 or less (Graph 6). The impact on this wage strata is concerning to the region as these workers, while many are able to access unemployment insurance as the graphy shows, many of the metro's low wage workers lost work and their economic stability was further jeopardized. In the metro, while numerically white workers were greatly impacted, our Black, Indigeneous, People of Color (BIPOC) workers, were disproportionately impacted by these job losses. In a

region and state where disparities in income and jobs between BIPOC communities and whites is so great, this trend that emerged out of the pandemic recession could potentially deepen those disparities and have longterm impacts on the economic and social health of our BIPOC communities.

While the impacts of the Covid 19 economy will weigh heavily on our metro area for some time, bright spots remain. The metro area is home to an estimated 3,100,000 people, comprising 55.2 percent of the state's total population. The region's population grew by 17.3 percent over the past 18 years, adding approximately 457,000 people. Much of this growth comes from the Twin Cities' 353,000 foreign born residents, making up about 11.7 percent of the region's total population. As such, the region accounts for 78.8 percent of Minnesota's total foreign-born population. Further, the metro area is the most racially and ethnically diverse region of the state; leading the way with a young, large, diverse workforce, and ultimately changing the face of business and industry.

As we look beyond the recession and pivot to recovery in the near future, the metro region will rely heavily on the traditionally strong metro industries and occupations. Looking at December 2020 industry and occupation demand data produced by DEED Labor Market Information, demand is beginning to take shape in the following economic spaces:

**Job Postings by Industry – 51,720
total new job postings**

- Health Care & Social Assistance: 4,700
- Finance & Insurance: 4,500
- Retail Trade: 4,100
- Transportation & Warehousing: 2,900
- Prof., Sci., & Technical Services: 2,600
- Manufacturing: 2,600
- Wholesale Trade: 2,500
- Administrative & Support Services: 2,000
- Other Service: 1,400
- Accommodation & Food Services: 1,200

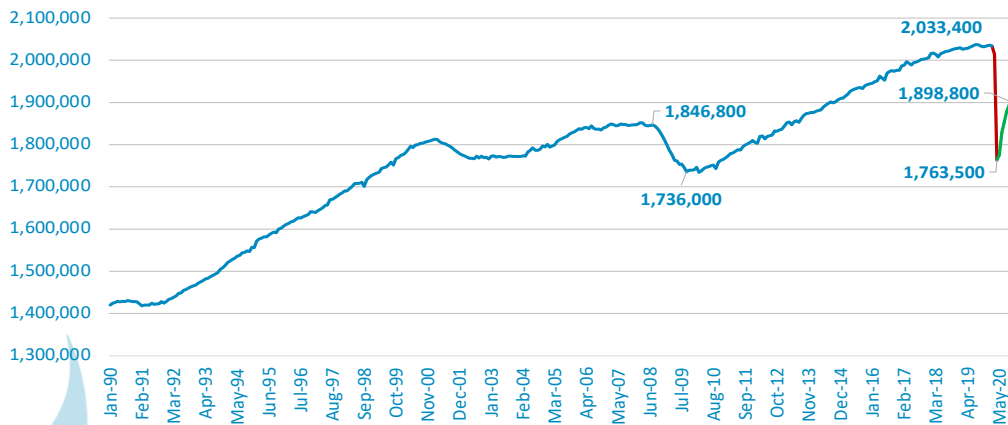
Job Postings by Occupation

- Heavy & Tractor-Trailer Truck Drivers: 4,520
- Registered Nurses: 2,870
- Software Developers, Applications: 2,030
- Computer Occupations, All Other: 1,330
- Marketing Managers: 1,060
- First-Line Supervisors of Retail Sales Worker: 1,050
- Customer Service Representatives: 1,010
- Retail Salespersons: 970
- Management Analysts: 970
- Laborers & Freight, Stock, & Material Movers: 850

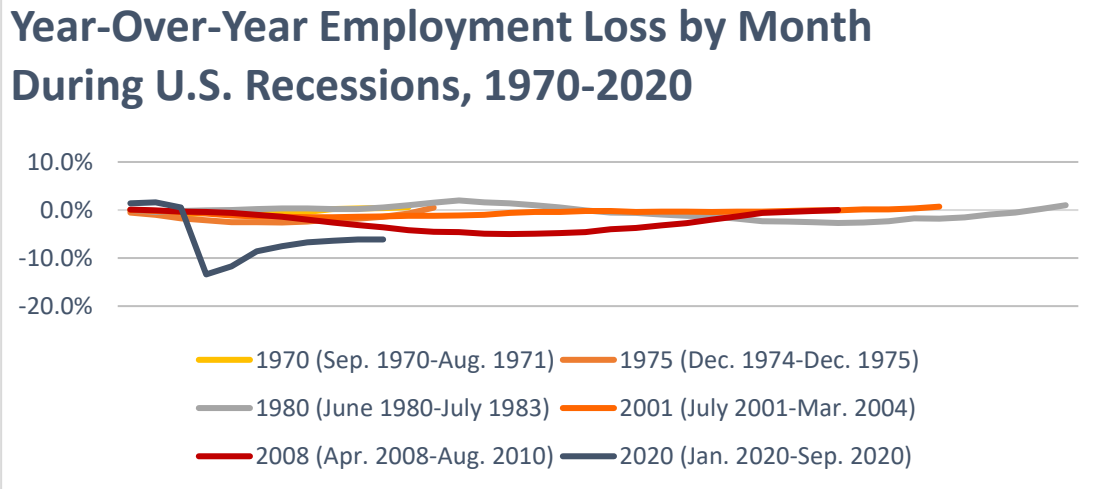
Graph 1:

Minneapolis-St. Paul Metropolitan Statistical Area (MSA)

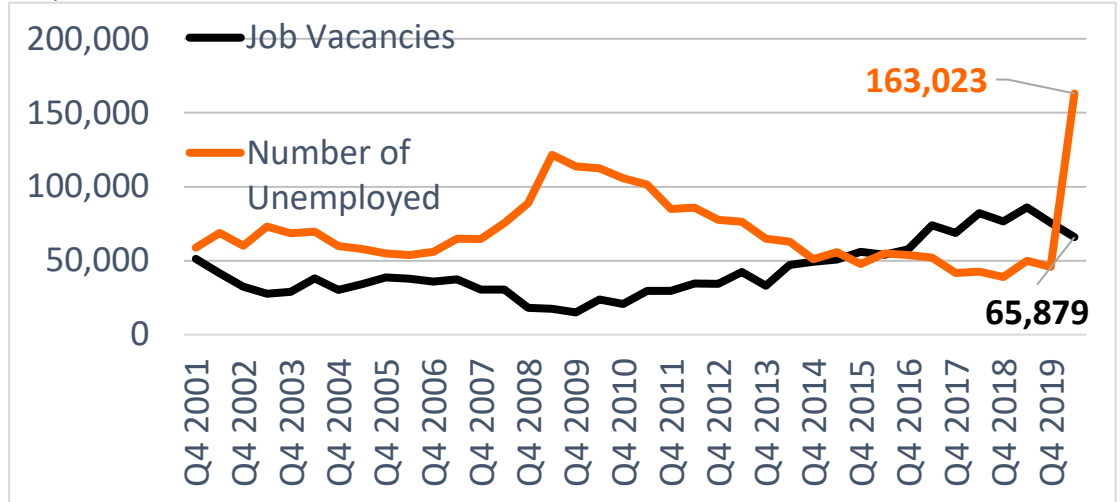
Current Employment Statistics (CES) Employment Trends



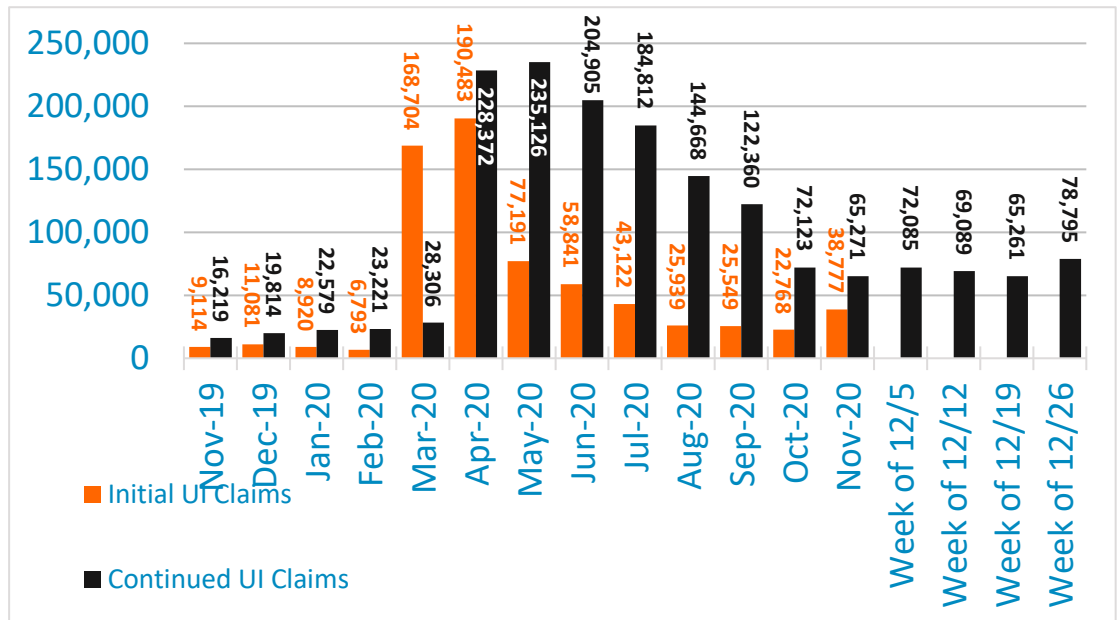
Graph 2:



Graph 3:



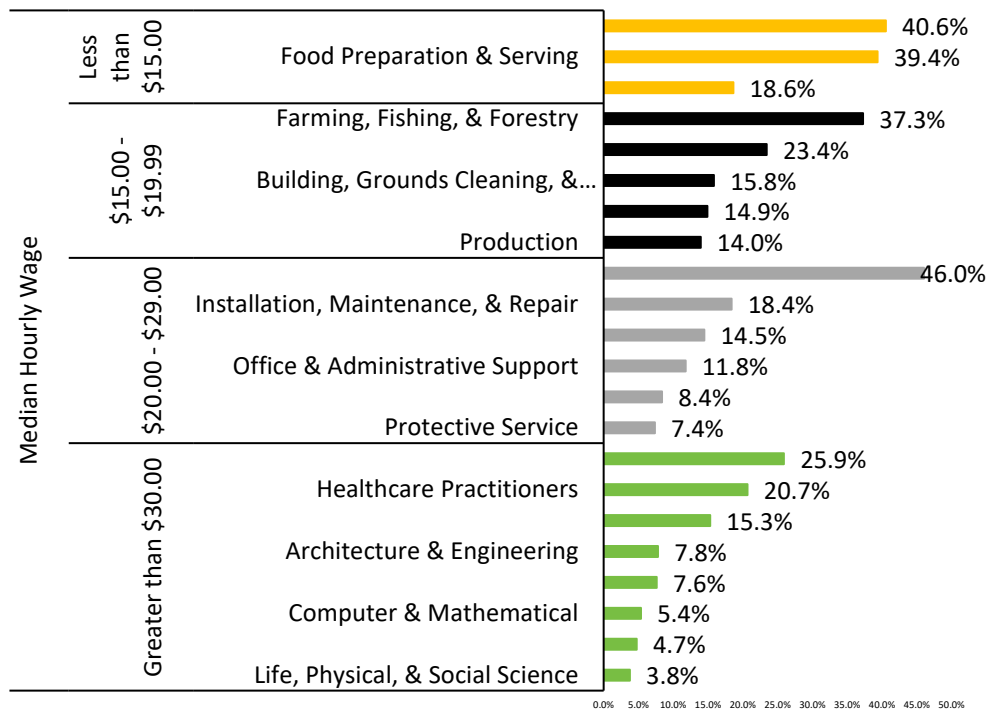
Graph 4:



Graph 5:

Seasonally-Adjusted	February – April 2020 Change		April – November 2020 Change	
Total	-248,736	-12.4%	+162,532	+9.3%
Mining & Logging & Construction	-4,995	-6.8%	+10,007	+14.5%
Manufacturing	-9,579	-4.8%	+952	+0.5%
Wholesale Trade	-3,324	-3.7%	-3,316	-3.8%
Retail Trade	-18,816	-10.4%	+26,829	+16.5%
Transportation, Warehousing, & Utilities	-6,650	-8.8%	+5,659	+8.2%
Information	-3,051	-8.6%	-1,008	-3.1%
Financial Activities	-3,868	-2.5%	+2,478	+1.6%
Professional and Business Services	-18,407	-5.7%	+21,365	+7.0%
Educational Services	-10,750	-21.6%	+6,971	+17.8%
Health Care and Social Assistance	-29,497	-10.1%	+19,827	+7.6%
Arts, Entertainment, & Recreation	-21,713	-61.7%	+7,171	+53.3%
Accommodation & Food Services	-78,500	-52.8%	+50,317	+71.8%
Other Services	-21,230	-26.5%	+17,343	+29.4%
Government	-18,356	-7.2%	-2,063	-0.9%

Graph 6:



The Metro Workforce Development Region thanks Tim O'Neill, DEED Metro Labor Market Information (LMI) Analyst, and the entire DEED LMI office for providing up to date labor market information, UI data, and localized data used in this report.

2. What is the regional strategy to coordinate efforts to address existing and in-demand industry sector and occupations workforce needs? Describe the methodology for outreach to these industry sectors and how they will be connected with the workforce system in the region.

The regional strategy to coordinate efforts to address in-demand industry sectors and occupations is multifaceted including leveraging sector supply-demand analysis; organizing industries, occupations, and employers around regional and more geographic-specific demand-side career pathway projects in partnerships with community-based providers, trainers, education entities, and economic development specialists, and others that support regional coordination efforts; and create a platform for regional virtual career fairs. The

strategy to coordinate efforts is best thought of as a collection of localized initiatives that level up to a regional framework through the efforts of the metro directors and elected officials in those various municipalities. Looking specifically at each of these efforts, the methodology used for outreach will become clear.

Throughout the metro, the labor market information provided by DEED offers both access to the seven-county metro area's labor force and economic data, while localized drill-downs into the diverse spaces within the region, allow for a more tailored approach when needed. Further, while not each municipality within the regional, a number of the workforce boards are working with Real Time Talent (RTT), a demand-driven, employer-led approach to close the skills gap that builds talent supply chains aligned to dynamic business needs. The data that RTT can and does provide can drill into a specific city or look metro-wide for trends and opportunities for business engagement and demand-side program design.

During the near decade long economic expansion and the growing demand, the model of demand-driven career pathways became a space for continued regional strategy building. The career pathways approach allows for an examination of demand-side need, either at a local level or regional scale. Career pathway design, putting business and industry at the center of the workforce solution gave the metro a platform to reach into community to design the best possible path to the jobs in demand.

While we must constantly consider the local demand economy, as well as issues of transit and mobility of job seekers, using a regional lens to construct career pathways projects and programs and understanding the regional economy is paramount. With a regional focus on Construction, Health Care, Manufacturing, Information Technology, the Public Sector, and Business and Professional Services, as laid out in the metro's previous regional plan, the region works specifically in the areas. Examples of regional sector efforts include Health Hire and MSP TechHire. Further, through ongoing work, a regional public sector hiring project continues to gain momentum. The alignment strategy is as follows:

- Regionally align our public sector workforce development area efforts and funding to support public pathways through supporting each organizations HR teams to support work they are doing to align hiring practices, recruitment, and retention efforts. There is currently a regional group of HR representatives that meet regularly; this effort is ongoing.
- Annually designate one WDA director and corresponding HR Rep to connect on our separate but aligned work.
- In addition, we intend to bring our two groups together once a year to share best practices and talk about how we can close gaps and identify shared opportunities.

Finally, the metro region's Workforce Development Areas are working collaboratively in response to the unprecedented economic conditions resulting from the COVID-19 pandemic. Our region's rapidly shifting labor market requires our local Workforce Development Areas to act in collaboration and to bring the best strategies of our local areas forward. Our joint goal is to connect metro residents to critical employment opportunities, and to support our region's businesses as they return to prosperity. To meet this challenge, WDR 4 formed a new Virtual Services – Employer Response Team in April 2020.

This Employer Response Team elevates outreach for essential and high-demand workers, engages and serves employers and industries, and expands access to hiring opportunities. Employer of the Day spotlights, information sessions, meet-and-greets with employers, and career and resource fairs have evolved and transformed to regional, virtual experiences.

When work began, the team immediately began assessing available technology solutions, identifying enhancements to existing systems, and establishing goals and priorities for a virtual job fair tool. The metro group formed a committee to create a vision for our virtual events. This group conducted research and evaluation during April and May, and subsequently recommended a virtual career fair platform to be used in WDR 4. Using regional planning funds, a one-year license for a virtual platform was secured in September 2020. This interactive platform is accessible by mobile phone, mobile device or computer with internet access. It provides accessible features and functionality, and it can be translated into over 100 languages.

An important benefit of regional work is sharing learnings as work progresses. Since mid-April, regional collaborators have assisted each other to learn new technology platforms, developed and cross-promoted messages to market events, created communications checklists, developed a career seeker presentation on “how to prepare for a virtual career fair,” shared knowledge on the use of “in-event polls and surveys,” created event work plans, shared industry networks, recruited collectively for industry events, and coordinated a regional calendar. The team recently hired a Virtual Event Manager who will work to further develop content and technical support for the metro region interactive virtual career fairs.

Results, to date:

- Since April 2020, collectively across the metro, more than 65 virtual events, connecting approximately 250 employers with 2000+ career seekers, have been delivered. Regional partners host events on Interactive Virtual Career Fair platforms (including the metro-funded Easy Virtual Fair platform), TEAMS, Web Ex, Adobe Live, Google Meet, and more.
- On November 9, 2020, the first Regional Interactive Virtual Career Fair was launched on the newly funded, interactive regional platform. This event focused attention on apprenticeship and on-the-job training opportunities and welcomed 25 employers and 200 career seekers. Exhibitors and guests interacted directly inside of the virtual event using live chat and video, webcasts, e-mail messaging, and resume exchange. Metro staff provide career seekers with a welcome message and offer assistance with event management and navigation.
- On January 26, 2021, the second WDR 4 Interactive Virtual Career Fair, focused on health care careers, drew 350 new platform users and 30 employers. 174 individuals logged in to the live event, and many more visited the event page to view employer booths, search jobs, and more.

2021 Continued Work:

In 2021, our work plan focuses on delivering interactive virtual career fairs focused on our region’s highest- demand sectors, including the escalating demand for health care workers. Targeted outreach to those impacted by COVID-19 in the hospitality, retail, and restaurant

industries, heavily impacted by the COVID pandemic, will continue to be a priority. In February,

- A transportation sector event will be held on February 23
- A Women in Construction event is slated for March 11
- In recognition of April's Minnesota Tech Month, MSP TechHire will team up with MN Technology Association and Minnesota's Department of Employment and Economic Development for two events on the interactive platform: one will be a region-wide interactive career fair, and the other a "deep dive" into training opportunities for aspiring technologists.
- A regional construction sector hiring event is planned for May
- A youth-focused hiring event will be held in May

In addition to sector-focused events, the interactive platform will host population-specific events in 2021: these include individuals who speak English as a second language, individuals with disabilities, and an LGBTQ+ hiring fair. Additional opportunities include recruiting partnerships with Hennepin County libraries, events teamed with the metro region Chambers of Commerce, a Financial Services event, and more.

3. Describe how the local boards will direct regional workforce system alignment through shared policies and practices. In this description include any cooperative service arrangements being planned for the region and how they will promote consistency within the regional workforce development area and with state policy.

As part of the regional coordination done by the six metro directors, encompassing the seven-country metro area, deliberate and proactive alignment of policies and practices is a high priority. While local decisions and actions that meet the policies and practices of locally elected officials and local jurisdictions to meet specific geographic need is required of each local area and board, cooperation across the region is necessary to create a system that is uniform and consistent for job seekers and businesses.

The method the metro uses to create the alignment through shared policy and practice is twofold; the first is through shared best practices via the metro directors bi-weekly meetings, the second comes from a dedicated work group of metro program managers from the six service areas that meet monthly just prior to the state's job seeker services meeting.

Out of these two strategies comes a series of shared policies and practices:

1. Priority of Service policies that allow the metro to consistently and clearly recruit and enroll individuals into programs. A recent example includes documenting eligibility into the CLIMB program. Further, currently, the metro managers are determining eligibility for the Dislocated Worker programs, operating under the assumption that the post-Covid economy will produce a high demand for such services.
2. Consistency in forms and intake processes that create similar practices across the region, though each area can tweak and adjust intake and forms to meet local requirements.
3. Technology as a support service became an important discussion beginning in spring 2020 as Covid 19 forced systems to move virtual and remote.
4. Coordination in policies and practices concerning the increased homeless

populations due to Covid 19. The core cities and the surrounding suburbs saw a marked increase in the number of homeless populations, both existing and new program participants. This work was often done in partnership within workforce development, but also, public health and human services departments within government.

5. Over the course of the last number of years, a key practice is the meeting and sharing of expertise amongst finance staff from all service areas of the metro and key finance staff at community-based providers who work on federal and state workforce grants as sub-recipients in local areas.

4. Describe how the regional approaches used will ensure that it includes diverse representation, specifically among populations experiencing the greatest barriers to employment or communities facing the greatest levels of economic disparities?

While each government entity, that makes up the metro region, approaches diversity and inclusion through their own tailored and geographically specific way, the metro workforce development area approach diversity and inclusion, specifically among those with greatest barriers to employment, through a shared understanding and concerted effort to recruit diversity for open board positions.

Lead by our locally elected officials, diverse representation amongst boards remains an important component of the regional plan, specifically among populations experiencing the greatest barriers to employment or communities facing the greatest levels of economic disparities. Throughout the metro, each local area will be approaching this topic using local priorities and demographic profiles of their communities. Similar to how best practices are shared in the alignment of policy and practice, best practices of recruitment of diverse representation to boards is also shared amongst the metro. For example, the City of Minneapolis examines diversity of representation on all City boards and commissions, then uses this data to deliberately reach back into community to attempt to find voices that are missing and communities not or underrepresented. While this alone does not guarantee success, it is an important part of inclusion of diverse voices in any and all processes and a practice that can be shared across the metro area.

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

The local workforce development areas of the metro work collaboratively with each other prior to the negotiation process with DEED. As part of this collaborative work is the analysis of regional economic data, both from DEED and, for some local areas, Real Time Talent. This helps to serve as a baseline for understanding the economic conditions which will weigh heavily on ability to meet newly negotiated performance. Following collective research and regional directors' discussions, DEED then works individually with each local area to set the performance.

6. Describe how the region's workforce development efforts will be coordinated with economic development services and providers.

Throughout the metro area, workforce development is tied closely to the work of our economic development counterparts. Central to the metro regionals alignment of career pathways initiatives is the work of business development specialists. These economic development specialists range from colleagues within our governmental units to regional experts on supply-side talent and business attractions, such as Greater MSP or regional chambers of commerce to regional data experts at Real Time Talent.

Beyond these relationships to economic development entities, strategies such as *Open To Business*, a business advising network in the suburban metro and the *Elevate Business* initiative, a public-private venture of the Hennepin County and the Minneapolis Regional Chamber of Commerce, offering pro-bono services to business located in Hennepin County. Again, while specific to the westside of the metro region, this type of initiative, highlights the need for any region to be nimble, adaptive, and pragmatic around the way a region's work can be conceptualized and acted upon.

Finally, coordination between workforce development and economic development can be seen through the work the region does around transportation, specifically the light rail construction project to the southwest metro and in the planning process for the Bottineau Light Rail Line. While these are infrastructure initiatives, the proactive planning for both business development along these lines and the opening of access for workers to existing and new created jobs, requires coordination.

7. Describe any regional coordination of administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate. Also, please describe regional coordination of transportation and other supportive services.

Emerging out of need to cooperate on regional federal and potential state grant opportunities, the metro region agreed to the following coordination of administrative costs:

1. When pursuing a federal or state grant, one local workforce development area will become the designated applicant and fiscal agent. The designation of one area is strategic in nature, as the lead entity should have a close connection to and ongoing work in the program area of the grant. For example, on a recent federal grant application for H1B funding, the program design was in Information Technology pathways for adults. This program area falls closely in line with the City of Minneapolis' MSP TechHire initiative; therefore, the City of Minneapolis was the lead entity and fiscal agent. This design allows for cooperation across the metro, yet allows for local area expertise to drive project towards success.
2. Regional coordination of supportive services, including transportation supports comes through the alignment and coordination approach described in question 3, the metro managers group. This group shares supportive services policies and aligns when necessary, including policies concerning public transportation vouchers/bus cards and gas cards. This is not limited to transit, but can include housing/rent assistance, car repair, technology needs, etc.

LOCAL PLAN- STRATEGIC OPERATIONS

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 CareerForce Center per local workforce development area as comprehensive and make recommendations on recognizing affiliate and standalone partner sites.

CareerForce in Blaine is the sole comprehensive one-stop in Anoka County, and is located in Blaine and co-located with several of the core title providers. Currently the Workforce Development Board has no plans for affiliate and/or other partner sites.

The Anoka County Workforce Development Board (WDB) includes members representing all of the core title providers and the board assumes a strategic role in providing oversight of workforce development services delivered in the Anoka County Workforce Service Area. As community leaders, stakeholders, and local business leaders from across key industry sectors representing small and large businesses, these entities are well positioned to provide up-to-date information on local labor market demands and trends. Board members first-hand knowledge, paired with regional and local economic and labor market data, and other information from organizations such as but not limited to the Greater Minneapolis Saint Paul Regional Economic Development Partnership (Greater MSP), the Region 4 leadership, Minnesota Association of Workforce Development Boards (MAWB) and the Governor's Workforce Development Board (GWDB), assures the Local Workforce Development Area provides an array of employment and training services that meet the needs of the displaced, disengaged, unemployed, and underemployed workers as well as employer services in an equitable and inclusive partnership.

Core Title Providers co-located in the CareerForce in Blaine include:

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

Anoka County has been designated as a local Workforce Development Area 12 under the Workforce Innovations Act pursuant to section 107 of WIOA. Local Area 12 has also been designated to be included in “Regional Workforce Development Area 4” as a regional planning area. The Regional Board Governance Structure includes LWDB Chair and Local Elected Officials from each of the 6 Metro Boards supported by the metro directors. These members have full authority that embraces business leadership and includes other regional partners working together utilizing the principles of collective impact.

The Workforce Development Boards of the Metro Area (description referenced above) have developed a regional plan and leveraged this planning and funding multiple levels. During the last year WIOA Regional funds were coordinated and leveraged to effectively serve job seekers and employers in a variety of ways both before and during the COVID pandemic. Current discussions center around providing top-notch virtual services as “Return to Workplace” planning is taking place with County leadership and CareerForce partners.

Many reference 2021 as a year of transition leading to 2022 which is anticipated to bring about a “new normal” of service delivery such as hybrid model providing both in-person and/or virtual services. Foreseen challenges continue to bring light to the digital literacy divide along with increased concerns related to housing and other economic factors as the current State Emergency Orders end along with State and National housing moratoriums.

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

N/A – there are no multiple physical sites within Anoka County. There is only one comprehensive one-stop location and that is the CareerForce in Blaine located at 1201 – 89th Avenue NE, Blaine, MN 55434.

The CareerForce in Blaine leadership team has site meetings with the ACJTC CareerForce Site Manager, Career Lab Supervisor and the Job Service Manager two times a month to review service, staffing and planning needs. The One-Stop Operator (Anoka County Economic Assistance) coordinates quarterly meetings in which all WIOA partners are invited to meet and discuss local service needs.

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

Anoka County has a long-standing reputation of extensive collaboration and cooperation among the core title providers and community-based organizations both inside and outside of the county. The WDB includes membership from all core title providers, all of which are included in preparing and reviewing data used to

recommend and approve workforce development initiatives meeting worker, job seeker and business needs.

Strong collaborative relationships within our network of core and community service providers such as community-based organizations, educational institutions, and the business community actively assist in reviewing appropriate research, labor market and program data related to workforce development resulting in evidence-based service delivery models to meet the needs of job seekers and businesses. These partnerships along with communication are amongst the key strategies for meeting the needs of job seekers and businesses as they evolve during this recession and COVID transition.

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

The Anoka County Economic Assistance Department is the current One-Stop Operator and is a convener of key partners that meets quarterly to review and enhance further connections and collaborations that enhance the services provided to the local community.

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

CareerForce in Blaine business operations (pre-COVID-19) are Monday - Friday from 8:00 a.m. to 4:30 p.m. and the Career Lab has extended hours Tuesday evenings until 6:00 p.m. to better allow for inclusive and accessible services to those not able to connect during the standard hours of operation. The Career Lab has highly trained specialists all of whom have completed the Reception and Resource Area Certification Program (RRACP) focused on providing the highest level of career search customer service to serve all customers as well as free Wi-Fi, photocopying related to job search and computer access. The Career Lab staff are knowledgeable of the services provided by CareerForce partners and community organizations and regularly provide customers information and referrals to meet their needs. Staff are highly knowledgeable with the CareerForceMN.com platform assisting participants with interest or skill assessments, career exploration tools along with occupational options for in-demand careers and employer connections.

Early in 2021 CareerForce in Blaine was a pilot site for online Standardized CareerForce Workshops and ACJTC staff played a pivotal role in partnership with DEED in leading this initiative, developing and creating curriculum, coordinating a statewide implementation plan and timeline which includes a community of practice newsletter and facilitator training. Workshops include Fundamental Resumes, Advanced Resume, Career Exploration, Networking, and Interviewing. Other local

virtual workshops developed include how to participate in a virtual job fair, LinkedIn, and several other job search focused workshops.

Pre-COVID-19 CareerForce in Blaine was hosting weekly hiring events for jobs seekers and employers which were highly attended. To continue to meet these needs during the pandemic local area Cares Act funds were used to purchase access to an Easy Virtual Fair platform to continue these hiring events and program events in a virtual setting.

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

The BHSC is owned and operated by Anoka County and hosts community events such as Multi-Cultural Resource Fairs, free tax assistance, PC for People computer distribution and other community workshops/events. The Metro North Adult Basic Education (ABE) office is also located in this building and is open Monday – Thursday 8:00 a.m. to 8:00 p.m. and Friday 8:00 a.m. – 4:30 p.m. At this time the BHSC is closed to the public by appointment only, except the childcare center that has continued operations during the pandemic. All partners are providing virtual services while current planning discussions locally, regionally, and statewide are taking place considering return to the workplace. The CareerForce in Blaine has a Return to Workplace plan that was developed as a collective entity and has been shared with DEED and MAWB leadership.

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

Along with the earlier mentioned CareerForce partner meetings the ACJTC Director hosts quarterly building tenant meetings where discussions center around community needs, measurements for service gaps along with planning for equitable and inclusive services. These diverse partnerships and stakeholders ensure that career and basic services are accessible to the community and the businesses served. These collaborative arrangements result in better coordination of services and referrals between programs that enhance community access.

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

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

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

- UI applicants are often referred to Dislocated Worker Programs, Veteran Services, Adult Basic Education (ABE), Job Search Workshops and Career Lab services.
- Customers attending Career Exploration Workshops include LMI and demand driven industries information and are informed about and can apply for Youth, Adult, Dislocated Worker or Career Pathways Programs.
- Youth drop-in vocational and career counseling services.
- Online program inquiry system (possibly expanding to a kiosk).
- Menu of Programs and Services are available in the Career Lab, ACJTC website and the CareerForce platform.
- In person and virtual hiring events open to the public.
- Career Lab staff assist job seekers complete online UI applications and register on the Customer Registration System (CRS) and www.minnesotaworks.net. [Assistive technology](#) is also available for use in the resource room.
- Veterans receive priority services and once identified, they meet with an employment counselor or our local DVOP/LVER during their visit for more in-depth assistance. We also have access to “limited” support services provided by local community funding to assist veterans with their job search and employment needs.

Due to the immediate impact of COVID-19, the CareerForce in Blaine and the ACJTC quickly pivoted adjusting all job seeker services, workshops and business services to a virtual setting with ongoing strategic analysis looking for process improvements and evolving community needs. As the CareerForce in Blaine returns to the workplace, services and programs will be adjusted to meet the needs of those we serve.

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

- Co-enrollments are common and encouraged from Vocational Rehabilitation Services, Veteran Services, ABE, MFIP, SNAP E & T, Adult, Dislocated Worker, Youth and Career Pathway Projects.
- During the pandemic, staff can administer an alternative Basic Skills assessment test called GAIN and use a math & reading assessment by Wonderlic.

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

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

Anoka County is continuing to enhance online information and services by adding remote access options such as – program descriptions, special event announcements and alerts on our website and added an online service inquiry feature in October 2020. ACJTC has a universal application for multiple programs available online and continue to update the website to increase equitable access and outreach opportunities. Senior Vocational Counselors working with youth and young adults use text messaging to inform participants of upcoming events and reminders for deadlines such as time reporting for work experience. Leveraging technology during COVID-19 is critical to ensure equitable and inclusive access and takes multi-faceted investments locally, regionally, and statewide.

CareerForce in Blaine is compliant with accessibility standards and works closely with the DEED WIOA Equal Opportunity Office and other WIOA partners to ensure compliance is maintained. CareerForce staff and the ACJTC Office Manager monitor this closely on an ongoing basis. UbiDuo, 711 Relay and Pocket Talker are devices available in the Career Lab for facilitating face-to-face communication with deaf and hard of hearing individuals. Jaws software is installed on a computer in the career lab to assist those with vision impairments

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

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

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

Financial aid applications are required of customers needing funding for college programs. Within ACJTC programming options, co-enrollments enhance funding leveraging opportunities and other grants and scholarships are sought out to enhance the customer's financial package for post-secondary success.

CareerForce in Blaine offers the Federal TRIO programs onsite. The TRIO staff member is a Financial Specialist that provides individualized one-on-one financial aid counseling and hands-on application assistance. TRIO Programs are Federal outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds. TRIO includes eight programs targeted to serve and assist low-income individuals, first-generation college students, and individuals with disabilities to progress through the academic pipeline from middle school to post baccalaureate programs.

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

Local coordination is enhanced with transportation funding from the Anoka County Community Action Program for a Transportation Coordinator integrated onsite with ACJTC staff that provides short and long-term transportation planning along with car repairs and insurance assistance. Transportation referrals are also made to Victory Auto providing affordable car repair assistance to low-income Anoka County residents. These supports are critical to all and especially to programs that do not have equitable support service funding such as SNAP E & T, Senior and Veteran programming.

The Anoka County Library also has free hotspots available for check-out and a pilot program with the ACJTC and Metro North focused on digital literacy is being launched this spring.

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 LWDB has completed the IFA and has complied with state and federal policies, the IFA was submitted for State approval. The LWDB worked with DEED and core partners to coordinate an infrastructure funding plan that provides efficiency and follows the WIOA Law. If discrepancies or disagreements arise, the LWDB will work with DEED leadership and others to resolve issues in a comprehensive, reasonable, and fair manner that best meets the needs of the community served and follows WIOA Law.

During implementation, ongoing service alignment issues will be addressed and resolved through communications on a regular basis supported by the LWDB, ACJTC Director and Accounting Manager, the One-Stop Operator and partners. The LWDB will rely on existing (or modified) agreements and internal audit processes to address any immediate compliance issues regarding infrastructure funding requirements.

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.

Currently, the Anoka County Workforce Development Board does not have any contracts out for provider services however extensive partnerships and collaborations with a variety of partners are in place and highly valued. These partnerships and collaboratives are regularly discussed at LWDB meetings and the Anoka County Procurement team is used for Request for Proposals.

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

The LWDB has an approved MOU that follows WIOA Law and has been provided to DEED leadership. MOU development and modifications are coordinated by the ACJTC director on behalf of the LWDB in partnership with all parties. All MOU parties discuss and negotiate resource commitments to ensure services are coordinated and duplication is avoided while leveraging services and funding opportunities within the workforce development system. These partners review and approve the MOU before submitting it for final LWDB approval.

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

The Local Workforce Development Board operates under the following vision: *Anoka County will have a highly skilled workforce which will contribute to the success of businesses in our community* which aligns well with the State's vision of One Minnesota and "creating a Career Pathway system, engaging local, regional and state level partners to fulfill the promise that Career Pathways can provide to any worker at any stage in their career and to be more responsive to the needs of business and industry through sector strategies that focus on occupations in demand." A healthy and inclusive economy where all Minnesotans have or are on a path to meaningful employment and a family sustaining wage, and where all employers can fill jobs in demand.

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

The mission of the LWDB is "Contributing to the success of individuals and employers through workforce development services".

The LWDB uses the following guiding values as the foundation to support the vision and mission.

- Responsive to customer needs
- Encourage life-long learning
- Use data to make informed decisions (highly focused on equity)
- Support and promote economic growth in our communities
- Integrate community resources and encourage meaningful partnerships
- Affirm diversity, promote acceptance and respect of all people

The LWDB remains focused on improving disparities in the County that align with the Regional and State plan particularly for Black Indigenous People of Color (BICOP) and sub-racial groups to aid in addressing racial disparities. Individuals with disabilities, disconnected (opportunity) youth and gender are included in this equity and inclusion work to reduce educational, skills training and employment disparities. Utilizing our career pathway projects and sector initiatives that expand the talent pipeline to be inclusive of gender, race, sexual orientation and disability to meet industry demands for a skilled workforce. Efforts will assist in leading to sustainable wages and economic prosperity for these families and individuals.

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

The LWDB remains focused on supporting a system that focuses on career pathway and sector partnerships as a means of closing the educational achievement and employment gaps. Local area goals include:

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

When business leaders, employers and workforce development leaders join forces, they can be instrumental in solving the workforce issues in our community, region and state. These leaders can leverage combined capacity and knowledge and be deliberate in implementing solutions to help individuals become employed and upgrade the skills of those employed allowing Minnesota to compete in the global economy. As partners, employers work effectively in building sustainable relationships and alliances and setting the course for a vision and strategic direction that strengthens the local, regionally and state workforce development system.

The ACJTC will prepare our participants for the workforce through a variety of work-based learning experiences using strategies including skill training and credential attainment through accessible on and off-ramps to programming, OJT's, paid internships and work-based experiences, and workplace mentoring.

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

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

The ACJTC leadership team provides daily oversight of the above-mentioned goals and provides regular updates to the LWDB on monitoring visits, performance, and project outcomes. In coordination with the LWDB, the ACJTC leadership is responsible for daily operations and performance accountability. Utilizing internal and State reports in combination with a return of investment review completed locally in partnership with MAWB allows for service and program adjustments to be made to meet and/or exceed performance and outcome measures.

In coordination with DEED's LMI team to support data-informed decisions are being made, program monitoring and utilizing partner data demonstrate effective programming therefore contributing to local, regional and statewide economic success along with building wealth for the local community.

Federal and state program-defined performance accountability measures guide our participant outcomes. Anoka County is committed to meet performance outcomes that DEED negotiates with DOL PY20-21 Measures. The indicators listed below align with a career pathways system approach, correlate with the LWDB goals and strengthen the current workforce.

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

1. Initial Employment Indicator (or Education or Training for Youth) - The percentage of program participants who are in unsubsidized employment/education during the second quarter after exit from the program.
2. Subsequent Employment Retention - The percentage of program participants who are in unsubsidized employment/education during the fourth quarter after exit from the program.
3. Initial Earnings - The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.

4. Credential Attainment - The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause 4 (iii)), during participation in or within one year after exit from the program.
5. Measurable Skills Gain - The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains toward such a credential or employment.
6. Indicators of effectiveness in serving employers.

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

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

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

Many of the core program partners are present at CareerForce in Blaine which allows for efficiencies in program referrals and co-enrollments and enhance program outcomes for participants. CareerForce in Blaine is structured to share reception responsibilities and resources are combined to leverage funding to support a robust menu of needed services. To enhance social distanced services the County used Cares Act funding to construct two virtual rooms to support private, socially distanced areas that allow program participants and universal customers to connect with ACTJC staff. It is estimated that 13% of Anoka County residents do not have access to digital literacy and the Career Labs, local virtual rooms and libraries provide that opportunity to them.

A key strategy remains focused on collaborative communication and planning to support services, staffing and funding to best serve employers and job seekers.

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

In Minnesota, all secondary and postsecondary institutions are part of a Perkins Consortium. Our local consortium, Oak Land, is comprised of five area school districts and two colleges. Membership in meetings is represented by each of these institutions as well as a member of CareerForce is present at meetings. Additionally, representation from the Oak Land Consortium is present at all LWDB meetings. ACJTC was recently invited to participate with the Columbia Heights CTE efforts as well.

The intent of the Carl D. Perkins federal grant is to align with the workforce and WIOA. The following are specific activities intentionally aligned to the partnership:

Narrative 1: Comprehensive Local Needs Assessment

- Build real-world experiences and support with CareerForce and the Career Center representation on campuses.
- Grow work-based learning opportunities in partnership with CareerForce.
- Offer career exploration at the secondary level and plan activities geared toward increasing enrollment in nontraditional and postsecondary programs that align to careers in demand.
- Professional development (PD) in adaptive change to look at bias, beliefs, attitudes, etc. for racial bias, unintended consequences.
- Increase and/or improve programming for size, scope and quality in the following career clusters: Education and Training; Manufacturing; Architecture and Construction; Information Technology; and Health Science.

Narrative 2: Programs of Study

Programming at the secondary level will be reviewed and reevaluated to align with postsecondary programs as well as workforce needs/demands. Colleges and high schools will continue to examine current POS to modify (to include equipment purchases), adjust, or add programs based upon DEED projections and local demand. Postsecondary will assess current programming to ensure that it reflects student capacity to complete programs by offering part-time and/or online offerings. Bias in messaging, systemic racism, barriers in enrollment, attitudes and beliefs will all be examined.

Partnership with CareerForce and WIOA to assist and support learners with overcoming barriers.

Narrative 3: WIOA & Other Workforce Agencies

Due to the consortium geography the Anoka-Hennepin School District and Anoka Technical and Anoka-Ramsey Community Colleges are part of both the Central Minnesota and CareerForce in Blaine. Postsecondary admissions representatives

will be actively partnering with CareerForce representatives in regular meetings to share service updates, grant and student support opportunities. Admissions will be able to direct students who qualify for services through CareerForce prior to enrollment at postsecondary, thereby providing additional supports to increase student retention and completion. In addition, colleges subscribe to Minnesota Works as the Minnesota Labor Exchange System. At the secondary middle school level, the consortium will be increasing the quantity and quality of career exploration activities such as: eMentoring, job shadowing opportunities as well as career exploration messaging. The consortium will continue to support MCIS, Career Tours, Job Fairs for SPED, and Career Outreach Fairs. New initiatives include counselor career training and student professional development.

The Oak Land consortium is privileged to have two consortium members serving on the WIOA WorkForce Development Youth Committees in the following capacities:

- Vice Chair on the WIOA WorkForce Development Youth Committee at Central MN Jobs and Training services
- Chair of the WIOA Workforce Development Youth Committee at CareerForce in Blaine in Anoka County
- Member of the Anoka County Workforce Development Committee

By having direct leadership on these two WorkForce Development Youth Committees our consortium can leverage these resources effectively.

The ACJTC organizes the following events for youth:

- Work experience opportunities with work-based learning and internship opportunities
- Paid job sites for youth with disabilities
- Job and Career Fair for Anoka County with specific opportunities for high school students
- Professional Development for staff (LMI)
- Training for students - hiring practices

Districts collaborate with local workforce development boards and agencies to provide resources and services to students through:

- Work Experience Programs
- Career Pathway Grant Applications and Referrals
- Career and College Career Fair for consortium 8th graders with workshops on job seeking skills, first impressions and social media
- Job and career fairs, and hiring events
- Local LMI data and presentations to staff, parents, and students

- Pre-ETS services in high schools
- Mock Interviews, Reality Fairs, Job Shadowing and Employer Events (OTS)

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 structural barriers to employment.

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

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

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

ACJTC is the sole employment and training provider in Anoka County of WIOA Adult and DW, State DW, WIOA and State Youth and MFIP/DWP, SNAP E & T and SCSEP as well as other specialized Career Pathway programming which allows staff to be well versed in program and referral options. Due to the fact that CareerForce in Blaine is housed and coordinated within local county government, staff at all levels are involved with cross-functional teams and attend meetings with adult and youth social workers, economic assistance and correctional staff serving individuals who qualify for and are enrolled in WIOA Core Title I-B programs. Individuals include youth in foster care, youth with developmental disabilities, youth and adults who are offenders, youth and adults with mental health concerns.

The current Pathways to Prosperity (P2P) grant IROC (Integrated Reentry and Occupational Cohort) is designed to serve those with a criminal background and provide access to skill training and employment opportunities. The project is focused on providing a "bridge" during which basic skills instruction for college preparation are delivered by an instructor from adult basic education. The students continue to be

supported by that instructor, who is present onsite and/or virtually at the college, while they attend class or credential training.

- 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 structural barriers to employment.

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

Anoka County Community Action Program (ACCAP) has provided funds to be used with underemployed and unemployed participants enrolled in core programs and assisting Veterans with needed supports as program funds are extremely limited to assist with their financial barriers when looking for work, unless they are co-enrolled in another program. These ACCAP funds give the ACJTC an opportunity to leverage supports and provide services when there have been funding gaps in other workforce development programming such as SNAP E & T, SCSEP, Veteran Services or when Career Pathway funding (P2P or MJSP) is not available.

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

The LWDB assumes a strategic role in providing oversight of services delivered in the LWDA. Community leaders, stakeholders, and business leaders from across key industry sectors representing small and large businesses are well positioned to provide just in time information on local labor market demands and trends. Their first-hand knowledge, paired with regional labor market data, assures the LWDA provides an array of employment and training services that meet the needs of displaced, unemployed, and underemployed workers.

The Board uses several data sources from DEED and Greater MSP and others to analyze the local and regional economy. As Minnesota recovers from COVID-19, Greater MSP's Recovery Hub will provide insights on regional economic recovery in the region and assist the LWDB in responding to business needs as local development of career pathways and activities are coordinated.

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

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

The LWDA has extensive experience and success in developing, convening, and administering career pathway projects while braiding program and grant funds. Continued collaborative grants will be focused on dedicated efforts in Apprenticeships and Minnesota Pipeline projects.

Anoka Technical College and Anoka-Ramsey Community College represent the Minnesota State college system and are very responsive to business needs and work closely with ACJTC staff to offer curriculum with stackable credentials in programs focused on in-demand occupations. MN-State's recently announced a new web resource called Skill Up that is focused on providing an easier way to find a good job and focuses on providing information to Minnesotans about how short-term training at Minnesota State campuses may lead to immediate employment and career advancement.

For those individuals needing to develop proficiency in basic and/or English language skills prior to enrolling in training to obtain a post-secondary or industry-based credential, we work closely with Metro North ABE and ELL onsite programs to provide the instruction and are integrated into their ELL Civics grant at their Columbia Heights location.

The LWDB in Anoka County experiences a high volume of regular public guests attending board meetings, both pre-COVID and during COVID, ranging from Veteran Services, various local chambers, Workforce Strategy Consultants, and others throughout the local, regional and state areas. These diverse connections support collective impact for the development of career pathways and other services.

Regionally, we are dedicated on continued metro-wide sector approaches described in the Metro Regional 4 Plan (Section A), and work to identify financial resources and

other supports to allow MFIP, SNAP and WIOA program participants to pursue these pathways.

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

The LWDA has an Incumbent Worker workgroup with the purpose of providing financial assistance to train current employees and improve the economic competitiveness of regional businesses. The program is intended to update the skills of its incumbent workers. This workgroup consists of ACJTC and college/chamber and partner staff that provides regular updates to the LWDB. This team has business contacts in key in-demand industry sectors and occupations approved by the WDB and regularly completes business visits to assess businesses hiring needs and specific work requirements needing enhancement in order for the business to compete in the local, regional and national economy. The team also works closely with local Chambers and Economic Development on possible project initiatives and investments. The LWDB has a Chamber member as a Board Member as well as the Anoka County Economic Development Director representing all 21 local municipalities.

The implementation of flexible work-based initiatives such as incumbent worker training, On-the-job training (OJT) programs, industry and sector events/strategies, and career pathway trainings allows for full engagement of local employers and developing sector partnerships. Utilization of effective business strategies into multiple avenues exist to address services requested by businesses. With DEED's reduction of local Business Service Representatives these responsibilities have been shifted to the local areas which has resulted in reduced services to employers, however local funds have been used to hire a Workforce Development Specialist focused on employer outreach to assist all programs meet job placement goals at CareerForce in Blaine. The Metro Region has the assistance of one Workforce Strategy Consultant to assist with implementing the regional plan for the seven-county metro area.

LWDA staff organize On-Site-Hiring events and industry summits and during COVID-19 has successfully transitioned to using Anoka County Easy Virtual Fair and supporting the regional efforts on a Region 4 Easy Virtual Fair System.

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

Complete attachment G - **Local Workforce Development Area Key Industries in Regional Economy**

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

The WDB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce development needs within the community. By the very nature of their membership, there are key leaders in the community representing business and industry, organized labor, community-based organizations, adult basic education, K-12 education, post-secondary education, vocational rehabilitation services, DEED, Title I, TANF, SNAP E & T, SCSEP and local elected officials. This structure allows the local area to align local activities with that of the Governor’s Workforce Development Board and State leadership. They review and approve funding opportunities to advance the system, approve local and regional plans, and support regional efforts for federal grant opportunities. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the citizens of Anoka County and the metro area.

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

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

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

The LWDB continues to engage with local economic development coordinators which extends outside of the 21 municipalities in the county, past county boundaries into the region. One example is The Minnesota Technology Corridor which is a region along Interstate 35 “with abundant fiber, water and power access” and project sites from 20 – 250 acres. The region borders Anoka County and Washington County and these

entities work together to coordinate programs and services benefiting the region. These types of strong and coordinated efforts along with other partners such as DEED's Economic Development will continue to be focused on and researched for future investments and partnerships.

These economic development coordinators also work collectively as a region and Anoka County works closely with Greater MSP regional economic development partnership, the state economic development division.

Also, the Anoka County Economic Development Director serves on the LWDB and works closely with the ACJTC Director and Workforce Development Specialist to coordinate activities and business events regularly. These events have led to expanded and new partnerships with CareerForce and in turn have resulted with businesses utilizing CareerForce to assist in expanding and training their workforce.

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

The LWDA utilizes Dislocated Worker funding to provide on-the-job training (OJT) opportunities. Dislocated Worker Counselors provide information to their participants and provides the job seeker with tips on how to promote this as a possible hiring incentive during their job search. Information is also provided during Dislocated Worker orientations, and the local area staff/partners market these opportunities to local employers. The LWDA has specific marketing materials for OJT programming that is shared with interested dislocated workers.

A new Dislocated Worker-Adult YouTube www.anokacounty.us/dw an informational video has been developed which highlights service and program opportunities. This is available on our website and integrated into virtual orientation sessions moving forward.

CareerForce in Blaine has strong linkages between Unemployment Insurance and Re-employment Assistance (REA) programming. Pre-COVID-19 eight weekly REA sessions were offered weekly. During those sessions, program information was discussed, and printed materials were distributed about Anoka County's DW and Trade Adjustment Assistance (TAA) for those eligible for these federal funds.

As previously discussed, the ACJTC partners with local businesses and educational partners respond to business requests on incumbent worker needs and develops customized training options that offers diverse opportunities to area businesses and their workers. During COVID-19 and the resulting workforce shortages that have

continued for over 12 months, incumbent worker training is an essential strategy for businesses to fill workforce gaps as well as retain their current 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 LWDA continues to partner with the Small Business Development Center (SBDC) who works with individuals to develop a business plan and complete assessments to determine if individuals are ready to start a business. Counselors regularly make referrals to St. Thomas University (SBDC) and their programs for entrepreneurs. Customers can also do the Minnesota Career Information System (MCIS) self-assessment that is commonly used, and SCORE is also a valuable resource. SCORE provides free and confidential business counseling tailored to meet the needs of small businesses. They offer workshops both online and in person.

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

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

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

Continuous improvement is a critical element of success for the workforce development system supporting the shared vision of the State's workforce boards. The LWDB places a strong value on assuring there is a skilled workforce to meet the ever-changing workforce development needs in our community. The ACJTC is the director service provider employment and training programs for the County and to enhance continuous improvement staff regularly participates in professional development activities. In addition, we conduct program monitoring and staff technical

assistance to maintain performance improvement as training and performance measures are top priorities. Monitoring allows us to stay in compliance and identify trends and needs that are emerging in our service populations and area.

The County sponsors several training opportunities throughout the year and there is an expectation that staff participate in 10 hours professional development activities and education. The County has a comprehensive e-learning strategy with on-line training delivered through CourseMill and Convvene training. Staff employed by the County can access this training; required on-line courses include annual data privacy, sexual harassment training, equity and diversity, customer service and others are added throughout the year.

A majority of staff are trained in Motivational Interviewing (MI) and many hold the Global Career Development Facilitator (GCDF) certification and Career Lab staff have completed the Reception and Career Lab Certification Program (RRACP).

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

The LWDB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce development needs within the community. By the very nature of board membership, there are key leaders in the community representing business and industry, organized labor, community-based organizations, adult basic education, K-12 education, post-secondary education and Perkins, Rehabilitation Services, DEED, and local elected officials. The LWDB acts as the facilitator bringing together local stakeholders to hold workforce development conversations and develop local responses to community employers, workers, and job seekers. This structure allows the local area to align local activities with that of the Governor's Workforce Development Board, State leadership and the Minnesota Association of Workforce Boards (MAWB).

The LWDB reviews and approves funding opportunities to advance the workforce development system, approve local plans, and participate in supporting regional efforts. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the citizens of Anoka County supporting economic prosperity for all.

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

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

The LWDA understands the importance of universal access to career services provided through the one-stop delivery system and continually looks for opportunities to enhance these services through the use of technology, job search and career workshops, staff triage/counseling assistance and the use of social media. The LWDA will continue to work with local partners, staff, and State partners to look at viable and affordable technology enhancement options. The establishment of the CareerForce virtual platform and expansion during 2020-2021 has offered additional information during the COVID-19 pandemic however feedback from the community of job seekers and businesses support the need for the return to onsite staff-assisted services.

As mentioned earlier, the ACJTC and CareerForce in Blaine along with other stakeholders were able to quickly pivot and provide ongoing career exploration and job search assistance with the use of technology such as phone calls, WebEx, and the online inquiry system that was put in place. Individual appointments, Workshops and business/staff interactions have continued in a virtual setting and moving ahead in 2021 it is anticipated that a hybrid model of such services will be used and evaluated as Minnesota recovers from the pandemic.

As part of the expansion of virtual services in March 2021 a virtual job club for MFIP/SNAP E & T participants was developed and offers a variety of supports such as Virtual Job Search Tools, Resume Basics, and Interview Practice. Also, in the Spring/Summer of 2021 a Digital Literacy pilot with the local ABE office will be launched supporting the NorthStar Digital Literacy Program for TANF participants with the goal of expanding to all ACTJC and CareerForce partners in the Fall/Winter of 2021.

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

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

On a statewide level, an accessibility assessment is completed at each CareerForce location, prior to certification and at intervals on an ongoing basis. The CareerForce in Blaine follows this review and maintains communication with the WIOA EO Officer Director, Heather Stein, to maintain compliance with this mandate. Regular participation in monthly EOO statewide meetings/trainings allow timely changes to local EOO requirements. The location is equipped with accessible equipment and career lab staff monitors this equipment to ensure it is current and in working order. CareerForce staff are trained in MN Relay 711 and DEED has other assistive technology available if needed such as: UbiDuo and Pocket Talkers. Jaws software is installed in the career lab to allow those with vision impairments to use the computers.

Capacity building for staff includes training on effective communication and service to people with a variety of disabilities through training offered by our local Disability Resource Coordinator, DEED EO staff and VRS partner staff.

- E. Describe the roles and resource contributions of the one-stop partners, (you may attach your MOU and IFAs to this plan to answer this question if you wish).

See attachment G - Approved MOU and IFA's from the Anoka County Workforce Development Board. The IFA is awaiting final DEED approval.

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

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

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

Dislocated workers are assessed to determine approval of employment and training services and the participant's choice of training providers is supported by counselors and guided by Minnesota's Eligible Training Provider List (ETPL). Training services may include:

- On-the-Job Training
- short-term non-credentialed & credentialed
- long-term credentialed - both online and in person classroom
- career pathway training
- apprenticeship
- ABE and GED
- incumbent worker
- TAA-approved training when eligibility provides for TAA-funded activities; and
- entrepreneurial training

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

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

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

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

The outcomes of these collective efforts will strengthen our current workforce, create improved access to work and lifetime learning, and expand opportunities for youth and

young adults, including those that are underrepresented in the labor market, and enable individuals to acquire the skills needed to be competitive in the workforce.

In-School Youth (“ISY”)

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

Out-of-School Youth (“OSY”)

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

The *Empowers* team has connected with local YouthBuild partners – Tree Trust and Paladin School and plans to develop a partnership with the County and area employers to place youth in paid internships.

Youth are recruited from Anoka County Human Services Department’s such as Community Corrections and other ACJTC programs such as the Career Connections Pathway Program – which is a referral source for Vocational Rehabilitation Services, Minnesota Family Investment Program (MFIP), Diversionary Work Program (DWP), Supplemental Nutrition Assistance Program Employment & Training (SNAP E & T) and general customers who are in pursuit of short-term occupational skills training.

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

Enhanced recruitment efforts of Out-of-School Youth includes closer ties with local Area Learning Centers: Anoka Hennepin Technical High School (AHTHS) and Anoka Hennepin

Regional High School. AHTHS is now co-located in the ATC building providing natural linkages to assist young people to transition from high school directly to Post-Secondary Training. *Empowers* staff attend bi-monthly orientations at AHTHS to meet with youth that are interested in returning to school. *Empowers* staff work closely with AHTHS staff to ensure that young people that are about to graduate are given our application as part of their senior student portfolios graduation requirement.

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

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

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

Other youth services include:

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

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

onsite MFIP & SNAP Employment & Training counseling services to quickly identify young people with these barriers.

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

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

Youth offenders and at-risk of involvement with the juvenile justice system: *Empowers* staff have an ongoing relationship with Anoka County Juvenile Corrections. They regularly refer youth on probation or transitioning from the Juvenile Center. The young person's Individual Service Strategy includes any compliance requirements per the terms of probation and/or Department of Corrections. ABE also supports these efforts as they have staff working with Community Corrections with the Juvenile facility as well as participating with several community events which reach these populations.

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

Under a Pre-Employment Transition Services (PRE-ETS) contract for services *Empowers* staff will work directly with VRS staff to serve young people ages 14 – 21 who are attending secondary school and are currently receiving VRS services. Youth will be placed in work experiences in an integrated environment in the community with both public and private sector employers. Our goal is that youth will gain confidence, develop job specific skills and positive work habits while preparing for future opportunities.

Disability Recourse Coordinator (DRC) has been sustained after the Federal Disability Employment Initiative grant. The ACJTC DRS attends the Community Transition Interagency Committee (CTIC) comprised of interested stakeholders serving youth in transition. Young adults who self-report as having a disability and are participating in a

Career Pathway training will be offered the additional support of the DRC and/or will be referred to Vocational Rehabilitation Services. Young adults enrolled in training at ATC and working with the Disabilities Resource Coordinator will be provided information regarding *Empowers* services.

The Anoka County WDA is exploring launching Project SEARCH in 2022 and are exploring options for local program implementation to better prepare young people with significant disabilities for success in competitive integrated employment. Currently to participate in this program local youth go outside of the Anoka County boundaries and launching this program within Anoka County may allow more young people (both in and out of Anoka County) to experience enhanced prosperity resulting from successful transition to employment with benefits.

Teen parents: Outreach is extended to MFIP teen parents as well as those who are non-recipients of public assistance benefits. MFIP and SNAP E & T services are integrated onsite and teen parents receiving public assistance are often co-enrolled in our *Empowers* Program to leverage services. *Empowers* staff actively recruit teen parents served through the TANF Innovations Grant. These young people can be co-enrolled with *Empowers* to provide additional services beyond TANF Innovations timelines.

Youth of color and other under-served, under-represented youth populations: The ACJTC has extensive partnerships with the Minneapolis American Indian Center, Urban League Twin Cities, Hope for Youth, Hope Place and is expanding partnerships with Big Brothers and Big Sisters and other organizations that serve communities of color in our area.

The ACJTC also closely collaborates with the YMCA to connect communities of color to *Empowers* services for eligible under-served and under-represented youth populations.

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

The LWDB involves secondary and post-secondary education partners as active members on the board. The Board involves the partners in K-12, Perkins consortiums for Career and Technical Education, and other initiatives such as career pathways and activities by holding regular meetings, disseminating information and opportunities in a timely manner along with coordinating activities and planning/executing strategies with the input and full participation of business and industry partners along with the secondary and post-secondary entities.

The Minnesota State Anoka colleges (Anoka Ramsey Community College and Anoka Technical Colleges) continue to support the efforts of the workforce board by partnering to provide education and training opportunities where desired. The colleges provide a member to the Anoka Workforce Development Board to ensure awareness and

partnership within all activities of CareerForce in Blaine and mutually aim to support a well-trained workforce for Anoka County.

Due to the strong partnership and Board communication network within the LWDB duplication of services is avoided and braided funding streams are at an optimum level while strategically enhancing services in need.

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

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

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

Anoka County has several transportation initiatives focused on enhancing access to those in the community and has a Transportation Action Committee with the key purpose of providing comprehensive planning and coordination of services focused on the issues of transportation. The committee is comprised of ACJTC, Anoka County Transit and several community-based organizations that assist with transportation. In 2020, Anoka County Transit was awarded a Transportation Coordination Assistance Project (TCAP) to fund an outside vendor to study identifying transportation needs of elderly, disabled and low-income residents to assist in meeting any unmet transportation needs of these populations. These findings will be integrated into planning and funding future public transportation. Due to COVID-19, this project experienced some delays however planning is continuing moving forward.

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

However, with these above described services transportation still remains a key barrier for many. Childcare is another barrier faced by workers and job seekers and has been drastically affected by COVID-19. The Executive Director of ACCAP is a member of the

LWDB and plays an active role in assisting the LWDA and ACJTC in coordinating long-term solutions with transportation and childcare as well as Head Start efforts.

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.

DEED's job service staff delivers key services to jobseekers and businesses in partnership with the ACJTC. The focus of all services, which are available through Minnesota's statewide network of CareerForce locations, is to help jobseekers find work and help employers find and retain qualified employees. By providing a collaborative local approach of in-person and virtual services the ACJTC and Job Service staff guide jobseekers through all steps of job search and career planning utilizing the following services:

- Provide virtual and interactive services for job seekers, to include workshops, one to one visits and virtual career fairs. <https://www.careerforcemn.com/virtual-interactive-services-career-seekers>
- Inform jobseekers about CareerForce services, including eligibility-based employment and training programs such as Title 1 Adult programs, Dislocated Worker program, Youth programs and Career Pathway grant funded programs.
- Educate jobseekers on how to use MinnesotaWorks.net (Minnesota's Labor Exchange system) and CareerForcemn.com.
- 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.
- Refer 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 CareerForce services, and workshops.
- Encourage co-enrollment with Title 1 programs for Public Assistance recipients to access additional education and support services.

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.

The Anoka County Job Training Center (ACJTC) and other CareerForce partners have a long-standing history of active collaborative partnership with the Metro North Adult Basic

Education Consortium and there is an inter-agency referral system in place that supports quick and seamless connection of participants to needed activities such as adult basic education, GED, Adult Career Pathway and Adult Diploma programming. ABE staff is knowledgeable of ACJTC programming and refers students to relevant employment and training services and programs and vice versa. This consortium provides a full range of adult education and literacy services, even including basic computer and technology skills, often in partnership with other CareerForce partners.

The LWDA and ABE have partnered on many projects over the years such as FastTRAC, Minnesota Jobs Skills Partnership Low-Income Worker Training, Incumbent Worker Training and most recently on Pathways to Prosperity Career Pathway Programming (P2P). These CareerForce partners are always looking for the opportunity of aligning and complimenting workforce development activities avoiding duplication and enhancing efficiencies whenever possible. The following are some recent examples of this collaboration.

ABE, the ACJTC and Anoka Ramsey Community College have been partners on the two most recent P2P grants. Up until June of 2020, the grant covered career pathway training in three fields: Health Care, Office Administration and Manufacturing. The most recent P2P is called Integrated Reentry Occupations Cohort (IROC) and helps Workhouse residents and paroled inmates to get training in OSHA 10, Forklift, Welding and Manufacturing.

The ACJTC is an essential partner in Metro North ABE's second three-year Integrated English Literacy and Civics Education (IELCE) Federal Grant. The goal of the grant is to build English literacy and Civics knowledge, as well as prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency. The grant also has the goal to integrate with the local workforce development system and its functions to carry out the activities of the program.

As part of this grant, the ACJTC offers on-site or online workshops (26 hours of instruction offered each year) to grant participants. Workshops include career exploration, entrepreneurship, resume writing, job search basics, interviewing skills, and job retention. The IELCE grant also includes adult career pathways programming preparing students in various fields including transportation (CDL), health care (entry level PCA/DSP) and food services (ServeSafe) with both bridge and certificate programming.

The ACJTC has also hosted a table at on-site resources fairs at the Columbia Heights ABE location. Other ACJTC/ABE collaborations include the new NorthStar technology workshops with the Blaine ABE location which include 10 rotating weekly workshops.

ABE and the two area community/technical colleges in the LDWA have partnered on a TEAS prep course as well as an Accuplacer math "boot camp" to assist students with increasing their scores. In addition, ABE and Anoka-Ramsey Community College have collaborated in rethinking how best to support developmental education students for more successful and rapid advancement. This has resulted in a collaborative, co-teaching model in multiple levels of college-readiness classes.

Metro North Adult Basic Education has also continued and expanded its services to area businesses. Most recently its Brooklyn Center location has a contract with Ecumen Health Care to do work-based instruction to increase the technology, reading and English skills of employees as part of a Department of Human Services grant.

The Blaine Metro North Adult Basic Education location has partnered with the Anoka-Hennepin school district to offer support for internships by ABE students in the Childcare and Child Nutrition programs. This program has allowed employers to gain more skilled and diverse employees while helping students gain employment in fields they would have had challenges to enter without the support of this program. Interns with the Child Nutrition program earned ServeSafe Manager certificates.

The Centennial ABE program has partnered with Centennial Landings housing development to provide English language training to its residents. Elk River has partnered with Mobile Hope to serve their residents with that training as well.

Note on the impact of the COVID 19 Pandemic on ABE programming: As with other educational institutions and businesses the work of ABE moved rapidly to the online world and has spent the months after the initial lock down refining its ability to provide services remotely. Most classes are online with both synchronous and asynchronous options. Staff have been through extensive training on how to maximize instruction for success in the new format and efforts have been made to provide the loan of computers and hotspots to help ensure the ability of all students to access these online classes. ABE also offers individual assistance and troubleshooting regarding needed technical skills. Along with the change of programming, the intake process has been adapted to allow for online applications. Testing and performance benchmark guidelines have been adapted by the state to fit the new reality.

In 2017 WIOA required the MDE State plan to be shared and approved by the LWDB after State approval. Plan creation needs to include local and regional workforce strategies including components of a common referral, co-location, program collaboration and alignment of assessment processes and playing an active role in developing key occupational pathways. In fulfillment of this, ABE senior leadership has been a member of the LWDB providing regular updates on programming, initiatives and summarizing Department of Education guidance and plans.

ABE staff is involved in the Standing Youth Committee and plays an active role in the development of the LWDA Memorandum of Understanding and Infrastructure Funding Agreement and has been active in local and regional WIOA planning for many years.

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

The LWDB and VRS collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. The MOU establishes a basic agreement for provision of outlined services provided by vocational rehabilitation within Anoka County. Services in the LWDA are co-located at the Blaine Human Service Center which includes a variety of community based organizations and services which provide a rich array of resources (at one location) and provides enhanced partnerships and access to a wide variety of services to the community we serve. The Career Lab staff are well-versed in CareerForce programs and services and provide an overview of services available to assist job seekers. Job seekers are well informed of one-stop partner services and can connect with VRS ultimately having a choice of a service provider.

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

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

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

LWDB's and one-stop partners plan local hiring events and VRS staff participate in the planning of these fairs and other community events. The local partners also share job leads, training opportunities and partner on such initiatives as the Pre-employment Transition Services (PRE-ETS) which VRS is purchasing community worksite placement

services from ACJTC as ACJTC Empowers Staff is placing youth and young adults with disabilities in work-based learning opportunities.

Also new this year includes the development of communities of practice networking with MAWB, CareerForce systems, Vocational Rehabilitation Services and State Services for the Blind Joint statewide meeting that takes place every quarter. The purpose of this group is to share knowledge and best practices, identify and eliminate discrepancies in service delivery around the state; and develop a network of peers to use as a resource to answer questions about service and programs that pertain to all parties. A joint mission includes: To strengthen collaborative relationships between these entities in order to more efficiently prevent and/or resolve issues that arise during service delivery and joint future initiatives.

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

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

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

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

1. When entering into contracts the County will follow the requirements of M.S. 471.345 that delineates when competitive bids are required. In general, those requirements provide:
 - A. The purchase of professional services does not require a competitive bid process. However, all divisions/departments shall contact Purchasing and review the scope and process prior to obtaining professional services.
 - B. All contracts for other than professional services and greater than \$50,000 require a minimum of three competitive quotes. For the purchase of goods or services, a two-week published notice shall describe the goods or services to be purchased and state the time and place those proposals will be received. Only a description of the goods and services to be purchased is required to be published in the official county newspaper if the full notice is placed on the county's website for the appropriate time periods described herein.
 - C. All contracts for other than professional services and greater than \$1,001 but less than \$50,000, require a minimum of two written competitive quotes, which

shall be kept on file with Purchasing for a period of at least one year after receipt thereof.

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

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

The County Board, through resolution #2015-15, has delegated the authority to enter into Human Services contracts not involving any County funds to the Human Services Division Manager, subject to the review of the contracts by the County Attorney's office as to form and legality.

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

Local levels of performance are negotiated annually with DEED once DEED has negotiated state levels of performance with USDOL. The ability to meet annual performance determine whether the LWDA continues to be the designated service provider for WDA 12. Locally the ACJTC leadership team in coordination with the ACJTC System's Coordinator and DEED monitors LWDA 12's performance and all of the DEED programs are monitored annually by DEED.

To assist with timely performance monitoring the ACJTC Systems Coordinator uses tools provided by DEED (MNPerforms, data provided through rosters) and WF1 reports to monitor potential performance issues monthly and meets with the ACJTC leadership team bi-monthly or as needed to review progress and areas requiring program staff follow-up and/or research to coordinate system updates.

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

It is unknown how COVID-19 will impact program outcomes nationwide and DOL has not issued any guidance related to such. Collectively Minnesota has exceeded DOL performance standards which resulted in Minnesota being a leader in WIOA services due to the innovation and coordination of LWDB's and LWDA's.

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

The GWDB has developed a Strategic Governance Reference Guide for the GWDB and LWDB's as WIOA emphasizes high performing and strategic boards. This overarching vision has long been valued by Anoka County and throughout the existence of the board has practiced many of the GWDB's recommendations and is focused on transformational efforts beyond transactional. The LWDB strives to meet and exceed Minnesota's roles for high-performance:

- 1) Embrace and communicate the workforce development vision
- 2) Support and lead employer-led quality section partnerships
- 3) Prioritize solutions for racial and economic disparities in education and employment

- 4) Achieve outcomes and results through alignment with system partners and leveraging federal, state, and philanthropic resources

High-performing key elements include:

- Focus on strategy via local, regional, and state plans
- Data-informed decisions and performance tools for accountability
- Develop policies for system planning and funding
- Provide leadership to the workforce development system to create sustainable change

The LWDB uses a board orientation packet that the MAWB developed as a template for local boards to use, allowing insertion of information specific to the Local Area's Board. Included in this work are the key elements (factors) for strategic, high-performing boards listed above.

The LWDB evaluates its goals and objectives on an annual basis to track progress and needs for updates due to changing economic or social conditions. The board orientation materials include these key elements for strategic, high-performing boards by the GWDB Operations Committee. Also, annually the LWDB participates in strategic planning sessions and/or conversations focused on the following topics: Strategies for the Future, Economic Develop and Workforce Development Intersections and this summer's session plan is focusing on Economic Recovery.

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

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

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

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

ITAs are one training option available to eligible and appropriate participants when it is determined by an Employment Counselor that they will be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from previous employment through career services alone. An ITA is limited in cost and duration and must

result in employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment.

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

ITA funding for training is limited to participants who:

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

ITA Authorization

- ITA's must be approved by a WIOA an Employment Counselor prior to issuance.
- ITA's are authorized only for training programs listed on the Eligible Training Provider (ETP) list, as required in WIOA Section 134(c)(F)(iii). ITA funds are paid directly to the training provider using ACJTC's fiscal system.
- ITA's may be used for pre-apprenticeship programs however, only pre-apprenticeship programs listed on the ETP list may be approved. (Proposed 20 CFR 680.330(a))
- ITA's may be authorized for training programs in other states or online training if the training program is listed on the ETP list or there exists reciprocity agreements with other states.

ITA's are not authorized for individualized career services such as non-credential training. Non-credential training services may include the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, or other non-occupation specific topics that are intended to prepare individuals for unsubsidized employment or long-term training.

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

A draft of the local plan is posted on the Anoka County Job Training Center website, and a public notice that a draft plan is available is included in the Anoka County Union indicating the dates of the public comment period, and the process to submit comments.

A presentation of the Local and Regional plans is provided to the LWDB members for feedback and approval. All receive a copy of the draft Local and Regional plans and are notified on all public comments for review and consideration of plan inclusion. This transparent and inclusive review and comment process ensures that businesses, labor organizations, and other key stakeholders have the opportunity to participate in a coordinated workforce development system. As earlier stated, all comments received by the designated deadline are fully reviewed, researched to be considered and if revisions to the plan are required, a modified plan will be forwarded to DEED.

Local one-stop partners and key WIOA Title stakeholders such as Job Service and Veteran Services, Carl Perkins, ABE, VRS provided input on sections relevant to their respective programs and assisted in the development of the local plan.

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

Minnesota is compliant with an integrated technology-enabled case management information system. The LWDA uses the state system, Workforce One, to determine eligibility, track participant, provide ongoing case management and run reports. All Title I programs in the LWDA have transitioned using DEED's WF1 Electronic Document Storage features and has an integrated and consistent process all programs follow and the ACJTC process has been highly regarded as a best practice statewide.

Workforce One allows staff to view current and past program enrollments and to connect with other service providers to coordinate services. Staff utilize the state's Workforce One client tracking system on a daily basis and are versed in data quality assurances and monitoring program outcomes.

Starting in 2019, the ACJTC became a pilot site for the MFIP Connect app and have been closely working with DEED's development team with the WF1 Connect app. ACJTC has participated in the discussion and planning activities and will participate in the statewide employment and training rollout as DEED and DHS finalize the app development and rollout workplan.

31. Describe how the workforce needs of your area have been impacted as result of the COVID-19 pandemic. What specific industry sectors and what specific populations (by race/ethnicity, age, and educational attainment) have been most affected and how?

Tim O'Neill, DEED Labor Markey Analyst, has been providing monthly updates to the LWDB both in regards to the record-setting unemployment claims which reached over 1,000,000 in the State and also provided information on industry employment trends, reductions, those effected and at risk for prolonged unemployment along with teleworking statistics and industry economic recovery trends.

Like most WDA's throughout the nation COVID-19 caused drastic overnight chaos when the state and nationwide economic and school restrictions were put in place and adjusted overtime. Although Minnesota's unemployment rate dipped to 4.3% in February and Minnesota continues to gain jobs, unemployment claims are disproportionately to Blacks Minnesotans at 9.2%, Hispanics at 7.5% and young people at 13.7% and nationwide 1.4M mothers with children are not participating in the labor market for close to one year.

Hardest hit industries appear in the hospitality, entertainment and restaurant sectors, manufacturing, health care and construction.

32. What is the board's strategy to coordinate efforts to address workforce needs as a result of the COVID-19 pandemic? Describe the methodology for outreach to industry sectors and populations most affected.

Employment and training services have been provided in a virtual manner since March 2020 as the ACJTC is the Title I provider and provides site management and direction for CareerForce in Blaine. In October of 2020, an online Customer Inquiry system was started which allows those interested in services to fill out a brief online questionnaire which is followed up within 24 hours Monday-Friday during business hours by a Senior Vocational Counselor to assist these individuals navigate job search, career and resource needs.

Business services have continued as the CareerForce in Blaine is highly regarded typically as the busiest single location in the metro area both with foot traffic by job seekers and businesses as weekly hiring events and quarterly industry sector events were occurring pre-COVID. To continue to meet these needs local County Cares Act funds were utilized to purchase Easy Virtual Fair to host online hiring and program events. Businesses continue to experience significant workforce shortages for different reasons than pre-COVID and we have seen many local businesses struggle and many unfortunately close.

The ACJTC has had long-standing partnerships with local Chambers and actively participate with several of their Workforce Development Committees. Continued outreach with 5 area Chambers, local food shelves with program materials in food bags/boxes, CareerForce banners at all 9 County libraries and outreach materials to all 21 municipalities. Anoka County sends a quarterly Newsletter to all residents which includes a CareerForce feature service/s. In late March the ACJTC in partnership with the Metro

North Chamber and Spring Lake Park High School hosted a Pathways Career Expo via the Anoka County Easy Virtual Fair system. This collaborative effort provided an online experience to over 200 students in grades 9 – 12 featuring 30 employers in business & entrepreneurship, health services, human services, technology, engineering & design and trades, manufacturing & construction.

The ACJTC team works closely with the Communications team for the County in social media with ongoing posts highlighting CareerForce topics such as Tech month and Jobs in Demand. The ACJTC is anticipating launching a FaceBook page this Spring which will continue to assist with outreach efforts. April is also Government Awareness month and the ACJTC is being featured throughout the month with services we provide to youth, adults, veterans, seniors along with CareerForce features.

A drive-thru job fair event is being discussed for summer along with an online training fair to support the public in making informed decisions on available training and occupational options as enrollment with MN State partners is estimated to be done 12%.

Tim O'Neill, DEED Labor Market Analyst, regularly attends and presents LMI information to the LWDB and reviews local LMI information compared to the metro and state areas. The COVID-19 pandemic has hit all industries in some way and have impacted disproportionately on lower-paying occupations, communities of color – Black, Indigenous, Communities of Color (BIPOC), youth, individuals with disabilities, those with less educational attainment and women.

Minnesota Industry Trends				
CES: Seasonally-Adjusted				
Seasonally-Adjusted	February – April 2020 Change		April – October 2020 Change	
Total	-387,800	-13.0%	+203,600	+7.9%
Mining & Logging	-100	-1.5%	-800	-12.3%
Construction	-11,000	-8.8%	+9,200	+8.0%
Manufacturing	-23,100	-7.1%	+10,400	+3.5%
Wholesale Trade	-2,600	-2.0%	-1,900	-1.5%
Retail Trade	-30,600	-10.5%	+33,000	+12.7%
Transportation, Warehousing, & Utilities	-6,800	-6.2%	+2,500	+2.4%
Information	-4,000	-8.8%	-2,000	-4.8%
Financial Activities	-4,500	-2.4%	+500	+0.3%
Professional and Business Services	-25,400	-6.6%	+12,700	+3.5%
Educational Services	-16,000	-22.4%	+10,700	+19.3%
Health Care and Social Assistance	-46,200	-9.7%	+25,300	+5.9%
Arts, Entertainment, & Recreation	-30,100	-61.7%	+9,600	+51.3%
Accommodation & Food Services	-126,200	-54.5%	+75,200	+71.3%
Other Services	-34,300	-29.4%	+21,700	+26.4%
Government	-26,900	-6.3%	-2,500	-0.6%

The DEED Unemployment Insurance Statistics and Data Tools are regularly used and reviewed at the LWDB meetings and reviewed with ACJTC staff and partners to better understand local, regional, and state impacts, demographics, occupations. This site provides specific county data which provides a wide overview of UI impacts and is used to discuss services, program development and needs collectively as a LWDA.

33. State the Local Board's vision for utilizing the area's workforce development system to address employment disparities based on race/ethnicity, age, or educational attainment in your area. Please also include the following in this statement: strategies to address disparities; strategies to address diversity and inclusion among your workforce system's staff; strategies to ensure inclusion in the operation and service of the workforce system in your area.

One of the LWDB goals is to "develop strategies which promote the success of the changing and diverse workforce" in an inclusive workforce development system that provides prosperity for One Minnesota where we collaborate across differences to create a state that works for everyone.

Several current strategies are used to support this local, regional, and state vision and these strategies continue to evolve.

- Valued and integrated partnerships with the Minneapolis American Indian Center and Urban League Twin Cities, both of which provide onsite culturally specific services and programming at varying levels
- Anoka County Data Dashboard – developed in partnership with ACJTC, Anoka County Economic Development and Tim O'Neill LMI Analyst. In 2019 data highlighted that Anoka County had one of the highest non-white labor force participation rates compared to the seven-county metro area and state. The LWDB highly values and all efforts in the LWDA focus on the vision of an inclusive workforce.
- Anoka County has a Diversity, Equity and Inclusion committee that provides numerous trainings and resources in intercultural diversity such as two most recent trainings on Unconscious Bias and Everyone Should Be A Leader in Turbulent Times: Micro-aggression Effects on Our Work Environment.
- The ACJTC has an Equity Asset Committee that has performed a local asset mapping exercise and works with department units using an equity lens in designing services and activities supporting equity and inclusion.
- Department leadership is working with the YMCA Equity Innovation Center to complete the Intercultural Development Inventory (IDI) and develop individual and department plans outlining one's "Equity Journey" that support leading with equity in developing and providing inclusive and equitable services.
- Developing enhanced BIPOC outreach to enhance better informed communities of available services. This may include expanded outreach to community-based agencies, print, radio, and social media.
- Minnesota State system has a goal of Equity 2030 and Equity by Design and Guided Learning Pathways. Both are data-informed processes to define the work resulting in effective changes to improve student outcomes. Locally Minnesota State partners in Anoka County have a goal in their strategic plan for equity and inclusion with the goals for fostering a vibrant culture that practices equity and inclusion and establishing a strong reputation and valuable partnerships.

LOCAL PLAN- PROGRAM OPERATIONS

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

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

As a member of MAWB and current Chair of the Operations Committee, planning efforts between MAWB and DEED Rapid Response staff is taking place to enhance alignment with WIOA and state law. The goals are two-fold: first is shortening the time period of connecting with these employers on the benefits of engaging in the rapid response process and second provide information to employees about general public career services. A rapid response flow chart of this enhanced process is currently under development.

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

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

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

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

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

We typically do not seek competitive bids for services outside of the LWDA, unless invited by our regional partners to provide collaborative services offering a wider comprehensive CareerForce representation.

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

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

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

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

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

Typically, customers come to the agency and present their TAA Certified letter of Program Eligibility. Staff also review the DEED Partner Express newsletter for company names and cross check those against applications coming into the ACJTC.

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

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

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

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

Yes X

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

Yes X

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

LWDA staff are informed and knowledgeable of DEED and local program support service policy. The WIOA Employment Services Manager trains staff of local policies and monitors files for compliance of these policies and engages in regular policy discussions with other metro area managers to enhance policy comprehension and clarify questions with DEED technical assistance.

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

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

4. How is the local board planning to prioritize WIOA Adult program services to recipients of public assistance, individuals who are basic skills deficient, or those identified as being low-income as outlined in TEGL 7-20?

ACJTC enrolls into WIOA Adult individualized and training services only individuals who are either recipients of public assistance, or are basic skills deficient, or are identified as being low-income. Each applicant is screened over the phone, in-person or via WebEx for initial eligibility and given an application for further screening and enrollment if appropriate. ACJTC has had a long-standing reputation for co-enrolling program participants and in 2014 was awarded the DHS Circle of Excellence award for providing such opportunities to DWP/MFIP and low-income participants as service priorities.

SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

The Minnesota Veterans Questionnaire is used to identify Veterans. We ask all customers that visit the CareerForce in Blaine if they served in the US Military. If the answer is yes, we ask them to complete the Veterans Questionnaire. Non-JVSG staff do the initial assessment/review of the questionnaire, and make appropriate referrals based on the responses on the questionnaire.

On-site signage helps the customers to self-identify themselves as U.S. Military members as well as ongoing referrals from the Anoka County Veteran's office, local VFW and American Legion organizations and other community partners.

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

CareerForce in Blaine signage advises Veterans and other eligible persons of Veterans Priority of Service (POS). Information on Priority of Service is also provided during various program orientations, from staff, and during workshops. LVER staff train and update local staff and management on the provisions of POS and PL 107-288.

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

All websites associated with the ACJTC and CareerForce 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 Minnesota Veterans Questionnaire, a DOL approved standard process, is used to identify Veterans with a significant barrier 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 CareerForce Centers?

This local area has identified partner staff to provide services (including intensive services) to SBE Veterans in the absence of a DVOP. These staff have had training on serving Veterans via the NVTI Webinar training in 2019 "Helping Veterans to Meaningful Careers", and from LVER staff one on one, and during staff and partner meetings.

CareerForce staff conducts an initial assessment with current or former Military Service Member with a significant barrier to employment and then refers them to the designated

intensive service provider when the DVOP is not available. The goal is to connect this Service Member to Veteran Services as soon as that partner is available.

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

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

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

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

Our primary strategies to ensure that customers are registering in MinnesotaWorks.net and making their resumes viewable to employers included:

1. Universal and program job seekers using the Career Lab are encouraged to register on MinnesotaWorks.net and staff stress the importance of posting their resume, so it is viewable to employers. If the job seeker needs assistance developing or posting their resume, staff will assist them or refer them to a resume workshop.
2. All workshops and computer-based classes require registration through MinnesotaWorks.net, if someone is not registered and attends a workshop the instructor will have them register in MinnesotaWorks.net during a break.
3. The Business Services hiring area in the Career Lab/Workshop area advertises MinnesotaWorks.net along with several posters throughout the Center.
4. Instructors, counselors, and resource room staff educate customers about the importance of using MinnesotaWorks.net and tips and tricks to using the website

effectively.

5. Counselors working with individuals enrolled in programs emphasize the importance of a viewable resume from the initial meeting. The counselor can check MinnesotaWorks.net resume status by using the MAD system. Dislocated Worker Counselors also have it required in all Employment Plans.
6. All UI claimants attending REA sessions are required to register on MinnesotaWorks.net and to post their resume.

MinnesotaWorks.net is a great place for customers to start their online job search process and CareerForce staff and partners will continue to promote the use and value of the website.

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 X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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 X

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.

Membership of the LWDB is WIOA compliant and a Board roster has previously been provided to Sean Bibus with DEED per the Local Planning Instructions. The LWDB's policy has consistently been to maintain a full membership board and if a vacancy occurs to work with the Local Elected Office and Board Chair in assisting locating a replacement member generally within 90 days.

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

The Board has increased representation from BIPOC communities and practices inclusive thinking when making local decisions or new initiatives are being considered.

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

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

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

Yes X No
_____ _____

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

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

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

22. If applicable, complete **Attachment E - Local Workforce Development Area Sub-Grantee List**.

25. If applicable, complete **Attachment F - Local Workforce Development Area Non-CFC Program Service Delivery Location List**.

CERTIFICATIONS

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

- A. That this ***Regional and Local Workforce Development Area Plan*** was prepared and is in accordance with all applicable titles of the WIOA Act of 2014, Title V of the Older Americans Act, applicable Minnesota state statutes and that it is consistent with Minnesota's current and future state plans;
- B. that it has provided at least a thirty day period for public comment and input into the development of plan by members of the local area board and the public (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested and that any comments representing disagreement with the plan are included with the local plan forwarded to DEED (as the Governor's representative) Section 118(c); Section 108 (d)
- C. that the public (including individuals with disabilities) have access to all of the local area board's and its components' meetings and information regarding the local area board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;
- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that it will ensure that no funds under its discretion are used to assist, promote, or deter union organizing;
- H. that this plan was developed in consultation with the local area board;
- I. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- J. 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;
- K. that local area board and staff are aware of local CareerForce Center services, and are working with and referring to the CareerForce Center services as appropriate;
- L. that all staff are provided the opportunity to participate in appropriate staff training;
- M. 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;
- N. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- O. 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.
- P. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

SIGNATURE PAGE

Local Workforce Development
Area Name Anoka County

Local Area Board Name Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name Shirley Barnes

Title CEO

Organization Crest View Senior Communities

Address 1 4444 Reservoir Blvd NE

Address 2

City, State, ZIP Code Columbia Heights, MN 55421

Phone 763-782-1645

E-mail sbarnes@crestviewcares.org

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

Name Scott Schulte

Title Commissioner, Chair

Organization Anoka County

Address 1 2100 3rd Avenue

Address 2

City, State, ZIP Code Anoka, MN 55303

Phone 763-324-4712

E-mail scott.schulte@co.anoka.mn.us

Name	Mandy Meisner
Title	Commissioner
Organization	Anoka County
Address 1	2100 3 rd Avenue
Address 2	
City, State, ZIP Code	Anoka, MN 55303
Phone	763-324-4717
E-mail	mandy.meisner@co.anoka.mn.us

We, the undersigned, attest that this submittal is the 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

Local Elected Official

Name Shirley Barnes

Name Scott Schulte

Title Local Area Board Chair

Title Anoka County Commissioner -
Chair

Signature 

Signature 

Date June 4, 2021

Date June 4, 2021

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

RWDA #4 – Metro Area

Local Workforce Development Area

Anoka County – WDA #12

MEMBER	ORGANIZATION
Scott Schulte	Local Elected Official, Anoka County
Jacob Frey	Local Elected Official, City of Minneapolis
Mary Hamann	Local Elected Official, Dakota County
Irene Fernando	Local Elected Official, Hennepin County
Jim McDonough	Local Elected Official, Ramsey County
Stan Karwoski	Local Elected Official, Washington County
Shirley Barnes	Board Chair, Anoka County, Workforce Development Board
Catherine Weik	Board Chair, Dakota-Scott Workforce Development Board
Nicole Mattson	Board Chair, Hennepin-Carver Workforce Development Board

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Bridgett Backman	763-324-2319	bridgett.backman@co.anoka.mn.us	Nicole Swanson
Equal Opportunity Officer	Nicole Swanson	763-324-2313	nicole.swanson@co.anoka.mn.us	Cindy Cesare
Program Complaint Officer	Nicole Swanson	763-324-2313	nicole.swanson@co.anoka.mn.us	Cindy Cesare
Records Management/Records Retention Coordinator	Becca Johnson	763-324-2307	becca.johnson@co.anoka.mn.us	Becky White
ADA Coordinator	Rebecca Johnson	763-279-4354	rebecca.l.johnson@state.mn.us	Dee Torgerson
Data Practices Coordinator	Nicole Swanson	763-324-2313	nicole.swanson@co.anoka.mn.us	Cindy Cesare
English as Second Language (ESL) Coordinator	Theresa Zingery	763-506-1262	theresa.zingery@ahschools.us	Al Ickler

CareerForce Center in Blaine

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Bridgett Backman	763-324-2319	bridgett.backman@co.anoka.mn.us	Nicole Swanson
Job Service Manager	Shym Cook	763-279-4448	shym.cook@co.anoka.mn.us	Joan Berning
Vocational Rehabilitation Services Manager	Becky Johnson	763-279-4354	rebecca.i.johnson@state.mn.us	Dee Torgerson
State Services for the Blind Counselor	Mark Grove	651-539-2346	mark.groves@state.mn.us	Natasha Jerde
Local Workforce Development Area Director	Nicole Swanson	763-324-2313	nicole.swanson@co.anoka.mn.us	Cindy Cesare
Adult Basic Education (ABE)	Molly Liberto	763-433-4200	molly.liberto@ahschools.us	Theresa Zingery
Carl Perkins Post-Secondary Manager	Jessica Lipa	763-433-4001	jessica.lipa@ahschools.us	Jeff McGonigal
Adult	Bridgett Backman	763-324-2319	bridgett.backman@co.anoka.mn.us	Nicole Swanson
Dislocated Worker	Bridgett Backman	763-324-2319	bridgett.backman@co.anoka.mn.us	Nicole Swanson
Youth	Bridgett Backman	763-324-2319	bridgett.backman@co.anoka.mn.us	Nicole Swanson

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

RWDA #4 – Metro Area

Local Workforce Development Area

Anoka County – WDA #12

MEMBER	POSITION/ORGANIZATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA		
Shirley Barnes, Chair	CEO, Crest View Senior Communities	6-30-2021
Curt Jasper	HR Manager, Ajax Metal Forming Solutions	6-30-2021
Terry Hart, Vice Chair	Vice President, Director of Operations, Kraus-Anderson Construction	6-30-2021
Jerry Miller	Sales Manager, Bell Bank Mortgage	6-30-2021
Lori Higgins	Representative, North Chamber of Commerce	6-30-2022
Paul Johnson	CEO, Aggressive Hydraulics, Inc.	6-30-2021
Stacie Sayre	HR Director, Cretex Companies, Inc.	6-30-2022
KC Kye	Founder/CEO, K-Mama Sauce, LLC.	6-30-2021
Debbie Boyd	HR Director, John Roberts Company	6-30-2023
Vacant	Allina Health Care is interested in reapplying for vacant seat	
LABOR & COMMUNITY-BASED ORGANIZATIONS		
Jennifer Mudge	Asst Business Manager, Local 292 Intl Brotherhood of Elec Workers	6-30-2022
Jim Nimlos	Appointed Representative, Minneapolis Electrical JATC	6-30-2022

Jessica Lipa	Director, Career and Technical Education Anoka-Hennepin STEP	6-30-2022
Patrick McFarland	Executive Director, Anoka County Community Action Program	6-30-2022
EDUCATION & TRAINING		
Theresa Zingery	Community Education Manager, Anoka-Hennepin School District	6-30-2022
Dr. Elaina Bleifield	VP Student & Academic Affairs, Anoka Technical College–MN State	6-30-2022
GOVERNMENT		
Shym Cook	Manager, Department of Employment and Economic Development	6-30-2021
Becky Johnson	Manager, Rehabilitation Services	6-30-2022
Vacant	Economic Development Director, Anoka County	6-30-2023

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Shirley Barnes	CEO, Crest View Senior Communities
VICE CHAIR Terry Hart	Vice President, Director of Operations, Kraus-Anderson Construction
SECRETARY	N/A

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area

RWDA #4 – Metro Area

Local Workforce Development Area

Anoka County – WDA #12

Committee Name	Objective/Purpose
Executive Committee	
Shirley Barnes (Chair)	CEO, Crest View Senior Communities
Terry Hart (Vice Chair)	Vice President, Director of Operations, Kraus-Anderson Construction
Curt Jasper	HR Manager, Ajax Metal Forming Solutions
Theresa Zingery	Community Education Manager, Anoka-Hennepin School District
Vacant (pending)	
One-Stop Operator	Committee assists the Anoka County Procurement team in reviewing, interviewing and recommending a One-Stop Operator to the Workforce Development Board.
Youth Standing Committee	Provide direction, input and collaboration and review/oversight of WIOA and Youth/Young Adult programming.
Incumbent Worker	Incumbent Worker Training is a business-driven program designed to provide direct financial assistance to train current employees and improve the economic competitiveness of regional businesses. The program is intended to upgrade the skills of its incumbent workers. The

Attachment D

	business will not only improve the skills of their workforce but also improve their business processes and competitiveness.
Career Pathways	This committee includes Workforce Development Board Representatives from MNSCU, ABE along with other Local Workforce Development Area staff. Their role is to continually assess career pathway training opportunities and make recommendations for grant proposals to the full Board. The committee guides responses to develop the proposal to grant funding opportunities such as MJSP, P2P and other available grants.

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area

RWDA #4 – Metro Area

Local Workforce Development Area

Anoka County – WDA #12

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

Attachment F

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

Regional Workforce Development Area

RWDA #4 – Metro Area

Local Workforce Development Area

Anoka County – WDA #12

Name and Location (City)	Program Service Delivered
Metro North Adult Basic Education – Columbia Heights	Mini Job Search, Resume Writing, Interviewing Basics and Job Retention Workshops for Limited English Speaking
Anoka Technical College	Mini Job Search, Resume Writing, Interviewing Basics and Job Retention Workshops and using Social Media

LOCAL WORKFORCE DEVELOPMENT AREA KEY INDUSTRIES IN REGIONAL ECONOMY

Based on your most recent analysis of regional economies, provide a list of the key industries in your regional economy.

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

Tim O'Neill, DEED – Labor Market Analyst regularly attends the Anoka County Workforce Development Board meetings and participants with current Labor Market Information, Unemployment statistics and data related to Black, Indigenous and People of Color (BIPOC) disparities and progress as well as information related to the COVID recovery status in the local area, region and State.

**Memorandum of Understanding
Local Workforce Development Area
Anoka County WDA #12
One-Stop Service Delivery System**

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities as mutually agreed by the parties for the operation of the One-Stop Service Delivery System in Anoka County Local Workforce Development Area 12 – Anoka County Workforce Development Board as required under the Workforce Innovation and Opportunity Act of 2014 (WIOA).

Parties to this Agreement include:

Partners			
Partner Name	Program	Program Authority	On-Site
Anoka County Job Training Center	Adult and Dislocated Worker	WIOA Title I – Adult and Dislocated Worker Programs	Yes
	Trade Assistance Act	Trade Act Title II, Chapter 2 – Trade Adjustment Assistance (TAA)	Yes
	Young Adult Program (Anoka County Empowers Youth)	WIOA Title 1B -Youth programs	Yes
	Dislocated Worker Program	MN Statute 116L.17 - State Dislocated Worker Program'	Yes
	Young Adult Program (Anoka County Empowers Youth)	MN Statute 116L.56 - Minnesota Youth Program	Yes
	Minnesota Family Investment Program	Social Security Act- part A of Title IV programs (TANF)	Yes
	Senior Community Service Employment Program (SCSEP)	Older Americans Act Title V	Yes
	SNAP Employment & Training	Food and Nutrition Act of 2008	Yes
Minneapolis American Indian Center	Employment and training services to American Indians, Alaskan Natives and Hawaiian Natives	WIOA Title I – Native Americans	Yes by appointment.
Anoka-Hennepin Community Education	Adult Basic Education	WIOA Title II – Adult Basic Education and Literacy	Yes
Department of Employment and Economic Development	Wagner-Peyser Act (Job Service)	WIOA Title III – Wagner-Peyser & Migrant Seasonal Farmworker Programs	Yes
	Rehabilitation Services and State Services for the Blind	WIOA Title IV – Rehabilitation Act, Title I, Vocational Rehabilitation Services	Yes
	Trade Adjustment Assistance (TAA)	Trade Act Title II, Chapter 2	Yes
	Veterans Services	Chapter 41 Title 38, USC – Jobs for Veterans	Yes
	Unemployment Insurance	Unemployment Insurance Programs, authorized under state law	Yes
Anoka County	Economic Assistance and One-Stop Operator	Social Security Act – part A of Title IV Programs (TANF)	Yes

Anoka Technical College – Secondary Technical Education Program (STEP)	Post-Secondary Vocational Education Programs	Carl D. Perkins Career and Technical Education	No
Anoka County Community Action Program (ACCAP)	Variety of services including assistance, children, housing and senior services.	Community Services Block Grant Employment and Training Programs	Yes
Anoka County Library	Connect community to ideas, information/resources and inspiration to enrich the lives of residents.	Metropolitan Library Service Agency	No
Anoka Technical College and Anoka-Ramsey Community College (Minnesota State)	Provide technical, professional and workforce training.	US Department of Education	No
Educational Opportunity Center (TRIO)	Educational outreach programming	Higher Education Act	Yes
Rise, Inc.	Provide solutions and customized support in the areas of employment, housing, and personal growth.	CARF Commission on the Accreditation of Rehabilitation Facilitations and the Minnesota Department of Human Services – Division of Licensing	No

Article I: One-Stop System Description

Area's One-Stop system consists of one Comprehensive CareerForce Center – CareerForce in Blaine located at the Blaine Human Service Center.

Comprehensive CareerForce Center	Address
CareerForce in Blaine Anoka County	Blaine Human Service Center 1201 – 89 th Avenue Northeast Blaine, MN 55434
Affiliate CareerForce Center	Address
N/A	

B. Administrative Structure

1. State Workforce Agency: Minnesota Department of Employment & Economic Development, 332 Minnesota Street, Suite E200, St. Paul, MN 55101.
2. Administrative Entity: Anoka County – Anoka County Job Training Center
3. Fiscal Agent: Anoka County – Anoka County Job Training Center
4. Local Elected Official: Commissioner Scott Schulte
5. One-Stop Operator: Anoka County Economic Assistance

Article II: Agreement Period

- A. This MOU will be in effect from July 1, 2020, until June 30, 2023.
- B. A renewal of this MOU will be executed in order to remain compliant with WIOA Section 121(c). In the event that the renewal MOU will not be fully executed and effective on the date this MOU expires, the appeal process described in Article X of this document must be initiated.

Article III: Partner Responsibilities

- A. All parties to this MOU will assume the responsibilities identified below, unless otherwise specified in this Article.
 - 1. Make the career services provided under the Partner's program available to individuals through the Area's One-Stop delivery system in accordance with Article IV of this MOU.
 - 2. Participate in cost-sharing activities as described in Article VI of this MOU and use a portion of funds made available to each partner's program—to the extent not inconsistent with the federal law that authorizes each partner program—to:
 - a. Create and maintain a Comprehensive One-Stop Center (i.e. CareerForce Center); and
 - b. Provide the services required under WIOA Section 121(e).
 - 3. Remain as a party to this MOU throughout the Agreement period identified in Article II in order to participate in a One-Stop Center.
 - 4. Participate in the operation of the One-Stop Centers in accordance with the terms of this MOU.
- B. In addition to the minimum responsibilities required under WIOA as identified in Section A of this Article, Partner responsibilities include:
 - 1. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
 - 2. Compliance with WIOA and all federal, state, and local laws, rules, and policies applicable to parties in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU.
 - 3. Each partner must ensure compliance with One-Stop Center policies and procedures published on the DEED policy website.

Article IV: Programs, Services, Activities & Method of Referrals

All required one-stop partner programs are accessible on site at the comprehensive one-stop CareerForce in Blaine per [20 CFR §678.305](#).

Partner Services: This identifies the services each required partner will provide and the method(s) of service delivery and referrals each partner will use.

Program Name: Adult and Dislocated Worker (WIOA Title IB)

Partner Name: Anoka County Job Training Center

Services Provided: Provide employment and training services to eligible customers to prepare for, enter & keep employment. WIOA Career Services and Training.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Trade Act Title II, Chapter 2 – Trade Adjustment Assistance (TAA)

Partner Name: Anoka County Job Training Center

Services Provided: Training services, job search services, relocation allowances and reemployment services. Program for workers who lose their jobs or hours as a result of increased foreign trade activity.

Service Delivery Method: Direct case management and co-enrollment of TAA and Dislocated Workers on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access. Ongoing coordination and communication with Trade Management office at DEED.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Young Adult Program (Anoka County Empowers Youth)

Partner Name: Anoka County Job Training Center

Services Provided: Employment and training services for youth and young adults, ages 14-24. Individualized services centered around career exploration, job search and placement services.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Dislocated Worker Program

Partner Name: Anoka County Job Training Center

Services Provided: Employment and training services to help laid-off workers return to work. Tailored services address an individual's specific needs – services include vocational counseling, assessment of skills and interests, financial assistance for classroom training, support services, assistance learning up-to-date job search methods, workshops to assist with job search, resume writing and interviewing and community referrals.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Young Adult Program (Anoka County Empowers Youth)

Partner Name: Anoka County Job Training Center

Services Provided: Employment and training services for youth and young adults, ages 14-24. Individualized services to explore careers, support training to gain a recognized credential and gain work experience through paid internships.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Minnesota Family Investment Program

Partner Name: Anoka County Job Training Center

Services Provided: Provide employment & training services for eligible customers receiving cash assistance.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Senior Community Service Employment Program (SCSEP)

Partner Name: Anoka County Job Training Center

Services Provided: Employment and training services for County residents 55 years or older. Provides part-time employment opportunities at community service worksites.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Supplemental Nutrition Assistance Program (SNAP) – Employment & Training

Partner Name: Anoka County Job Training Center

Services Provided: Provide employment & training services for eligible customers receiving cash assistance.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: WIOA Title I – Native American programs

Partner Name: Minneapolis American Indian Center

Services Provided: Youth, Seniors, Fitness and Nutrition, Family Support Services, Employment and Training and Arts and Culture.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access. Also, provide services at their main location 1530 East Franklin Avenue, Minneapolis, MN 55404.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: WIOA Title II – Adult Education and Family Literacy

Partner Name: Anoka-Hennepin Community Education

Services Provided: Educational opportunities for adults to acquire and improve their literacy skills such as ESL classes, GED/Adult Diploma obtainment, and basic reading, writing and math brush-up.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access. Also, several other locations throughout Anoka County.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Wagner Peyser Act – Job Service (WIOA Title III)

Partner Name: Minnesota Department of Employment& Economic Development

Services Provided: Provide labor exchange and employment services to business and unemployed customers.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: WIOA Title IV – Rehabilitation Act, Title I, Vocational Rehabilitation Services

Partner Name: Minnesota Department of Employment& Economic Development - Rehabilitation Services

Services Provided: Services to help persons with disabilities prepare for find and keep a job. Pre-employment transition services. Assist with training, preparation and workplace accommodations. Provide counseling, training, job skills and placement, independent living services, extended employment/long-term job supports, and employment supports.

Service Delivery Method: Direct case management of individual customers available on site at CareerForce in Blaine (Comprehensive one-stop) located at the Blaine Human Service Center, by appointment or remote access.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: WIOA Title IV, Older Blind Program, & Communication Center - State Services for the Blind

Partner Name: Department of Employment and Economic Development, State Services for the Blind

Services Provided: Tools, training and technology to help people who are blind, visually impaired, or DeafBlind to live independently and to prepare for, find, keep, and advance in competitive integrated employment. Also provides audio, braille, and e-text transcription and a radio reading service.

Service Delivery Method: Brochures and program information. Partner staff may provide direct case management of individual customers on site at CareerForce in Blaine, by appointment or remote access, but no staff are on site.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Chapter 41 Title 38, USC – Jobs for Veterans – Veterans Services

Partner Name: Minnesota Department of Employment & Economic Development Veterans Services

Services Provided: Provide business services to employers that hire veterans and employment services to Veterans with significant barriers to employment (SBE) through priority of service referrals. WIOA Core Services.

Disabled Veterans' Outreach Program (DVOPs) provide eligible veterans with individualized career services such as job matching and referral to posted job openings, vocational and career guidance, labor market information, plus workshops on resume preparation and conducting effective job searches. DVOPs also refer eligible and qualified veterans to appropriate WIOA-funded training programs and discretionary initiatives, as well as registered apprenticeship programs throughout the state.

Local Veterans' Employment Representatives (LVERs) specialize in promoting veterans to employers, building the capacity by educating one-stop partners on Priority of Service, veterans services, changing regulations, and the value veterans bring to an employer. LVER can play a great role in planning and participating in job fairs and hiring events sponsored by the one-stop location.

Service Delivery Method: Veteran customers can access Veterans Employment Services via point of entry at the CareerForce in Blaine. LVER and DVOP staff travel throughout the LWDA area can be present in the CareerForce Center. In addition, veterans' staff can be reached via phone and email for questions regarding Veterans Employment Services.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer.

Program Name: Unemployment Insurance

Partner Name: Minnesota Department of Employment & Economic Development

Services Provided: Benefits provide temporary, partial wage replacement to workers whose hours have been greatly reduced, or who are unemployed through no fault of their own.

Service Delivery Method: Onsite at the CareerForce in Blaine Career Lab, State Call Center and online.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and employer partner referrals.

Program Name: Social Security Act – part A of Title IV Programs (TANF)

Partner Name: Anoka County Economic Assistance

Services Provided: Cash and medical assistance.

Service Delivery Method: Onsite at the Blaine Human Service Center, Anoka County Gov't Center and other County locations. Online assistance.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and employer partner referrals.

Program Name: Carl D. Perkins Career and Technical Education

Partner Name: Anoka Technical College – Secondary Technical Education Program (STEP)

Services Provided: Provide relevant education by preparing students for the high tech, high skill workplace.

Service Delivery Method: Onsite at Anoka Technical College campus.

Method of Referral: Anoka-Hennepin school district and surrounding communities.

Program Name: Community Services Block Grant Employment and Training Programs

Partner Name: Anoka County Community Action Program (ACCAP)

Services Provided: Assistance services (crisis, energy and outreach), Children services (Child Care Assistance, Child Care Aware of MN and Headstart), Housing services (affordable housing, Home Ownership/FAIM, Homes to Rent) and Senior Services (Chores and more, Senior Kinship, Senior Information Line and Outreach)

Service Delivery Method: Onsite at the Blaine Human Service Center

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/

social media, CareerForce Platform connections and community-based organization and employer partner referrals.

Program Name: Library Services

Partner Name: Anoka County Library

Services Provided: Connect community to ideas, information/ resources and inspiration to enrich the lives of residents. State of the art catalog and community events, classes and technology classes.

Service Delivery Method: 8 locations within Anoka County and E-Library.

Method of Referral: Community

Program Name: US Department of Education

Partner Name: Anoka Technical College and Anoka-Ramsey Community College – Minnesota State

Services Provided: Provide technical training in associate in applied science (AAS) degree, certificate or diploma, planning toward a four-year degree, enhance workplace skills and enrichment courses.

Service Delivery Method: Onsite, online learning and customized location training.

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and employer partner referrals.

Program Name: Higher Education Act

Partner Name: Educational Opportunity Center (TRIO)

Services Provided: Educational outreach programming and assistance with school and financial aid information.

Service Delivery Method: Onsite at the CareerForce in Blaine

Method of Referral: Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Program Name: Disability services, advocacy and supports

Partner Name: Rise, Inc

Services Provided: Provide solutions and customized support in the areas of employment, housing, and personal growth. Program service areas include intellectual disabilities, mental health employment, students in transition, traumatic brain injuries and Minnesota Employment Center (MEC) services for people who are deaf and hard of hearing.

Service Delivery Method: Rise Corporate Offices, 8406 Sunset Road NE, Spring Lake Park, MN 55432-1387

Method of Referral: County Program staff will make direct contact with other program staff for referrals via telephone or written correspondence, sharing allowable information about the customer. Website/ social media, CareerForce Platform connections and community-based organization and partner referrals.

Article V: Programmatic Accessibility

All partners agree to utilize methods to ensure that the needs of workers, youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in providing access to services, including access to technology and materials that are available through the one-stop delivery system. Method descriptions include but are not limited to:

Technology – UbiDuo, 711 Relay and Pocket Talker are devices available at the CareerForce in Blaine for facilitating face-to-face communication with deaf and hard of hearing individuals. Jaws software is installed in the Career Lab to assist those with vision impairments. Program information and resources are located on the CareerForce Platform and Anoka County Job Training Center website.

Materials – Printed materials about services at partner locations and printed materials in multiple languages. Local CareerForce Partnership Guide for CareerForce staff and also a Career Lab “Go To” Staff Guidebook.

Article VI: Funding/Resource Sharing

Infrastructure Funding Agreements (IFAs) for the CareerForce in Blaine are attached to this MOU. These documents are serving as interim IFAs for the first six months of the time period of this MOU per part (c) of [20 CFR §678.715](#).

A. One-Stop Funding/Resource Sharing Requirements:

1. WIOA section 121 (c) and 20 CFR 662.270 require that the funding arrangements for services and operating costs of the One-Stop Centers must be described in this MOU.
2. The methodologies described herein must be allowable under each partner’s respective program and under all applicable federal and state rules—including the Office of Management and Budget (OMB) Circulars applicable to each partner’s type of organization. Per 66 Fed. Reg. 29638, this MOU must identify:
 - a. The shared One-Stop Center costs.
 - b. The methodologies that will be used to determine each party’s proportionate “fair” share of those costs.

- c. The methodologies that will be used to allocate each party's fair share of costs across the cost categories.
- d. The method(s) each party will use to fund its fair share of costs, which may include cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party.

B. One-Stop Operating Costs:

1. The shared One-Stop Center(s) operating costs, the projected cost amounts, and each party's method of funding its fair share of those costs are identified in the cost sharing agreements, which are attached to this MOU and hereby incorporated.

C. Changes to cost sharing agreements:

1. All parties expressly understand and agree that the initial costs listed in the cost sharing agreements will be subject to change as actual costs are incurred and paid throughout the effective period of this MOU.
2. Updates to the cost sharing agreements will require an amendment to this MOU.
3. Any time a cost sharing agreement is modified, the LWDB must provide all parties with notice of the modification and a copy of the modified Agreement.

Article VII: Termination/Separation

A. MOU Termination: This MOU will remain in effect until the end date specified in Article II, Section A, unless:

1. All parties mutually agree to terminate this MOU.
2. WIOA regulations are repealed.
3. Local area designations are changed.

B. Partner Separation: As stated in the Recitals, WIOA Section 121(c) mandates the execution of this MOU between the LWDB and partners. However, any single partner may request to terminate its participation as a party to this MOU. In such an event, the LWDB will provide written notice within sixty (60) days of the request to all remaining partners. The LWDB will amend this MOU per Article VIII if the termination request is granted. The termination of one or more partner's participation as a party will not result in a termination of this MOU unless the number or contribution of the terminating partner(s) is so substantial that it necessitates the negotiation of a new MOU.

C. Effect of Termination: Per WIOA Section 121 and 65 Fed. Reg. 49294, 49312, any partner that terminates its role as a party to this MOU is no longer eligible to participate as a partner in the One-Stop system and will not be permitted to serve on the LWDB as a One-Stop partner representative.

- D. **Partner Disqualification:** An entity identified as a required partner at the time of execution of this MOU that subsequently loses funding or the authority to administer the federal or state program in the Area and therefore no longer qualifies as a required partner under WIOA Section 121 must send written notice of the change in status to the LWDB as soon as possible. LWDB will forward the notice to DEED. In such an event, a formal amendment to this MOU per Article VIII will be required. The entity may continue as an additional partner if mutually agreed by the LWDB, chief elected officials, and the remaining partners.

Article VIII: Amendment and Renewal

- A. This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, plans, or policies; or for one or more of the following reasons:
1. The addition or removal of a partner from this MOU.
 2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
 3. A change in the One-Stop Operator or Fiscal Agent or a change in the physical location of a One-Stop center.
 4. A change in the services, service delivery methods currently utilized, or referral methods.
 5. A change in a cost sharing agreement.
 6. If funding cuts by one or more programs are so substantial that One-Stop operations cannot continue as specified herein and a new MOU must be negotiated.
- B. All parties agree that amendments need only be signed by authorized representatives of the LWDB, the Chief Elected Officials, and the affected partner(s). All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the LWDB that includes:
 - a. The requesting party's name.
 - b. The reason(s) for the amendment request.
 - c. Each Article and Section of this MOU that will require revision.
 - d. The desired date for the amendment to be effective.
 - e. The signature of the requesting party's authorized representative.
 2. If the request is approved, the LWDB will notify the remaining parties of the intent to amend and will provide each remaining party fifteen (15) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to LWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.
 3. In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to LWDB within the specified timeframe.
 4. LWDB will review the listed questions/concerns and will issue a response within thirty (30) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will

be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.

5. The final, approved amendment draft will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
 6. LWDB will distribute copies of the fully executed amendment to all parties and to DEED upon execution.
- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the Area's One-Stop system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
- E. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services

Article IX: Confidentiality

- A. All parties expressly agree to abide by all applicable federal, state, and local laws regarding confidential information.
- B. Each party will ensure that the collection and use of any information, systems, or records that contain personal identifying data will be limited to purposes that support the programs and activities described in this MOU as part of the One-Stop service delivery system.
- C. Each party will ensure that access to software systems and files under its control that contain personal identifying information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the One-Stop system and who must access the information to perform those responsibilities. Each party expressly agrees to take measures to ensure that no personal identifying information is accessible by unauthorized individuals.

Article X: Impasse—Dispute Resolution

In the event that all reasonable attempts to resolve the impasse at the local level are unsuccessful, the following process must be followed:

- 1) The LWDB and partners must document the negotiations and efforts that have taken place in the MOU. The State Board, One-Stop partner programs, and the Governor may consult with the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure

cost funding must be resolved using the State infrastructure cost funding mechanism described in 20 CFR 678.730.

- 2) The LWDB must report failure to execute an MOU with a required partner to the Governor, State Board, and the State agency responsible for administering the partner's program (20 CFR 361.510).
- 3) If necessary, the State Board will act as mediator to assist all parties to come to agreement on an MOU.
- 4) If after mediation an impasse still exists, the State Board will approve an MOU that will be binding to all parties included in the MOU.

Article XI: Limitation of Liability

To the extent permitted by law, each party agrees to be responsible for any liability that directly relates to any and all of its own acts or omissions or the acts or omissions of its employees. In no event will any party be liable for any indirect or consequential damages caused by actions or omissions of another party or by the employees of another party.

Article XII: General Provisions

The laws and regulations listed in this Article XII are generally applicable to most publically-funded programs administered by DEED. The laws and regulations listed herein do not encompass all of the laws and regulations that govern the parties in their respective roles under this MOU. All parties expressly agree to comply with the federal laws and regulations listed below unless the laws and regulations that govern their particular program state otherwise:

- A. **Jobs for Veterans Act.** As stated in Article III B 1, each party agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2813.
- B. **Americans with Disabilities.** Each party, its officers, employees, members, and subcontractors hereby affirm current and ongoing compliance with all statutes and regulations pertaining to The Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.
- C. **Drug-Free Workplace.** Each party, its officers, employees, members, subrecipient(s) and/or any independent contractors (including all field staff) associated with this MOU agree to comply with 29 CFR 94 and all other applicable state and federal laws regarding a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each party will make a good faith effort to ensure that none of each party's officers, employees, members, and subrecipient(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.
- D. **Ethics Laws.** Each party certifies that by executing this MOU, it has reviewed, knows and understands the State of Minnesota's ethics and conflict of interest laws. Each party further agrees that it will not engage in any action(s) inconsistent with Minnesota Ethics laws.

Article XIII: Partial Invalidity

This MOU will be governed, construed, and enforced in accordance with all applicable federal, state, and local laws. Should any portion of this MOU be found unenforceable by operation of statute or by administrative or judicial decision, it is the intention of the parties that the remaining portions of this MOU will not be affected as long as performance remains feasible with the absence of the illegal or unenforceable provision(s).

Article XIV: Counterpart

This agreement may be executed in one, or more than one counterpart and each executed counterpart will be considered an original, provided that the counterpart is delivered by facsimile, mail courier or electronic mail, all of which together will constitute one and the same agreement.

Memorandum of Understanding Local Workforce Development Area Anoka County WDA #12 One-Stop Service Delivery System

Partner Signature Page

By signing below, all parties mutually agree to the terms prescribed herein.

Anoka County

DocuSigned by:

F0640D1F2C094F9...
Rhonda Sivarajah, County Administrator


_____ Date

Approved as to Form and Execution

DocuSigned by:

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Shirley Barnes, Anoka County Workforce Development Chair

_____ Date

DocuSigned by:

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Nancy Norman Sommer, Assistant Anoka County Attorney

_____ Date

Anoka County Community Action Program

DocuSigned by:

3C2A3A8B69334U1...
Patrick McFarland, Director

_____ Date

Anoka-Hennepin Community Education (Title II)

DocuSigned by:

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Theresa Zingery, Manager

_____ Date

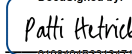
Anoka County Job Training Center (Title I, SCSEP, MFIP and SNAP)

DocuSigned by:

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Nicole Swanson, Director

_____ Date

Anoka County Library

DocuSigned by:

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Patti Hetrick, Director

_____ Date

Anoka Technical College and Anoka Ramsey-Community College

DocuSigned by:
Elaina Bleifield
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Elaina Bleifield, Vice President of Student and
Academic Affairs

Date

Anoka Technical College – Career and Technical Education Program (STEP)

DocuSigned by:
Jess Lipa
2734B6A04F58480...
Jess Lipa

Date

**Department of Employment and Economic Development
Trade Adjustment Assistance**

DocuSigned by:
Marc Majors
329128E063DC48B...
Marc Majors, Deputy Director Employment & Training Programs

Date

**Department of Employment and Economic Development (Title III)
Wagner-Peyser and Jobs for Veterans**

DocuSigned by:
Lorrie Janatopoulos
26F0E8B97E88483...
Lorrie Janatopoulos, CareerForce Director

Date

Minneapolis American Indian Center (Title I)

DocuSigned by:
Mary LaGarde
A02EB705276B4F0...
Mary LaGarde, Executive Director

Date

TRIO Educational Opportunity Center

DocuSigned by:
Nardos Senbata
E632119DA8324D3...
Nardos Senbata, Interim Director

Date

Vocational Rehabilitation Services – DEED (Title IV)

DocuSigned by:
Dee Torgerson
804547263E60493...
Dee Torgerson, Director

Date

Minnesota State Services of the Blind – DEED (Title IV)

DocuSigned by:
Natasha Jerde
4E1C20081A9E401...

Natasha Jerde, Director

Date

Rise, Inc.

DocuSigned by:
Lynn Noren
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Lynn Noren, President

Date

CareerForce

Infrastructure Funding Agreements

Summary

An Infrastructure Funding Agreement (IFA) must be submitted at least every 3 years by Local Workforce Development Boards (LWDB) for each CareerForce Center (CFC) to ensure that all required one-stop partners are adequately contributing to the costs of Minnesota's one-stop system as defined in the Workforce Innovation and Opportunity Act (WIOA). The IFA must be included as part of the Memorandum of Understanding (MOU) of the CFC's Local Workforce Development Area (LWDA).

Relevant Laws, Rules, or Policies

WIOA Section 121(h)

[TEGL 17-16](#)

[20 CFR § 678.700-678.760](#)

Effective Date

12/1/2020

Last Updated

11/1/2020

Contact

Sean Bibus, sean.bibus@state.mn.us

Tel 651.259.7576

Who is required to be a part of an IFA?

19 required one-stop partner programs detailed in [20 CFR 678.400](#) are required to participate in IFA negotiations and contributions if they are present within a LWDA. The State requires SNAP E&T to be part of this list for IFAs to be acceptable. Native American programs must participate in MOU negotiations, but they are not required to make any IFA contributions. A list of these programs is below:

- WIOA Title I - Adult, Dislocated Worker, Youth and YouthBuild, Job Corps, Native American programs, and Migrant and seasonal farmworker programs.
- WIOA Title II – Adult Education and Family Literacy
- WIOA Title III – Wagner-Peyser
- WIOA Title IV – Vocational Rehabilitation Services/State Services for the Blind
- OAA, (Older Americans Act) Title V – SCSEP (Senior Community Service Employment Program)
- Supplemental Nutrition Assistance Program E&T
- Career & Technical Education Programs (post-secondary)
- Trade Adjustment Assistance
- Jobs for Veterans State Grants
- Community Services Block Grant E&T
- Housing & Urban Development E&T
- Unemployment Compensation
- Second Chance Act Grants
- Temporary Assistance for Needy Families (MFIP)

Contents of an IFA

An IFA must contain an annual estimated budget for the operations of CFC and an agreement on how the budget will be paid for by each required partner. The IFA must include both the infrastructure costs and any additional costs incurred as part of operating the system. All required partners must make a contribution to both infrastructure and additional costs.

Infrastructure Costs

All non-personnel costs necessary for the general operation of one-stop centers in an area including the following:

- Rental of the facilities
- Utilities and maintenance
- Common identifier costs (CareerForce signage, etc.)
- Equipment (including assessment-related products and assistive technology for individuals with disabilities), and
- Technology to facilitate access to the one-stop center, including technology used for the center's planning and outreach activities

Additional Costs

Additional costs are non-infrastructure costs necessary for the general operation of one-stop centers in an area and include the following:

- Personnel costs required to provide basic career services at one-stop centers, (such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other one-stop partners, and business services).
- Any other non-infrastructure shared cost agreed upon as necessary for the operations of the one-stop system.

Allowable Types of IFA Contributions

All contributions to IFAs must be made in accordance with the principle that the cost the contribution is being made towards is allowable, reasonable, necessary, and allocable.

(c) Cash, non-cash, and third-party in-kind contributions may be provided by one-stop partners to cover their proportionate share of infrastructure costs.

(1) Cash contributions are cash funds provided to the Local WDB or its designee by one-stop partners, either directly or by an interagency transfer.

(2) Non-cash contributions are comprised of—

(i) Expenditures incurred by one-stop partners on behalf of the one-stop center; and

(ii) Non-cash contributions of goods or services contributed by a partner program and used by the one-stop center.

(3) Non-cash contributions, especially those set forth in paragraph (c)(2)(ii) of this section, must be valued consistent with 2 CFR 200.306 to ensure they are fairly evaluated and meet the partners' proportionate share.

(4) Third-party in-kind contributions are:

(i) Contributions of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, by a non-one-stop partner to support the one-stop center in general, not a specific partner; or

(ii) Contributions by a non-one-stop partner of space, equipment, technology, non-personnel services, or other like items to support the infrastructure costs associated with one-stop operations, to a one-stop partner to support its proportionate share of one-stop infrastructure costs.

IFA Requirements

Cost Reconciliation

Because an IFA can last up to 3 years the annual estimated budget must be reconciled annually and shared with all parties. The State's fiscal operations require that the WIOA-mandated reconciliation of budgets within IFAs occurs by, at the latest, each year by the first business day of the month of April. Reconciling costs on IFAs does not require a re-approval of an area's MOU.

IFA Submission and Amendment Timelines

Because of the State's fiscal operations, any amendment of an existing IFA can only occur between the first business day of the month of April and the first business day of the month of June to allow for the State's fiscal processes to be complete by 6/30 of every year.

The State mandates that if the master lease of a CFC or DEED's sublease expires before the end of a CFC's IFA, the IFA must be re-approved by all relevant parties to be effective the first day of either the new or renewed lease. This requirement ensures accurate billing through any possible space changes within a CFC.

Any new MOU must be accompanied by a new IFA unless the MOU specifies that existing IFAs are remaining in place for a period of up to 6 months after the finalization of the MOUs.

If a substantial change, as interpreted by local management, occurs within a CFC local partners can request that the IFA be amended to more accurately reflect the actual allocation of infrastructure costs in the location. Examples of how this could happen include but are not limited to: a number of staff either enter or exit the location; the size of the leased space decreases or increases; many computers that use state internet are installed at the location.

If an IFA is not submitted and finalized as described in any of the above circumstances, the State Funding Mechanism (SFM) replaces any operational cost sharing agreement in place at the CFC. The process for determining the allocations contained in the SFM begin immediately after the expiration date of the current IFA if a new one has not been submitted to DEED by that time. The implementation of the SFM is described in detail later in this policy.

OPTIONAL Cost Allocation Methodology Table

The cost allocation methodology outlined in the table below is preferred to be used in IFAs when a DEED operated program is present in a CFC. DEED will make an IFA template available that utilized the below methodology.

DEED Preferred IFA Cost Allocation Methodology						
Cost	Usage	FTEs	WF1 data	Career Lab Allocation	Total Space	Location
Dedicated Space	100%					
Shared Space	100%					
Common Space					100%	
Reception Expenses		50%	50%			
Career Lab Expenses				100%		
Career Lab MFDs				100%		
State Internet	100%					
Shared Phones						100%
Security		(1/3)	(1/3)	(1/3)		

Table Methodologies Described

Usage. For dedicated and shared space- whichever organization is using the space should be attributed the space on the IFA. Some unused space may not be clearly within an organization's area in a building; if this is the case a local agreement should be reached as to how to allocate the space's cost and indicated as such on the IFA.

If shared space isn't being utilized the master lease holder should take the majority of cost of the shared space for the portion of time it is not being utilized. For example, if no one is using a workshop room 60% of the time then the master lease holder should be responsible for most of the cost of the room for that 60% non-utilized time when determining how to split the space based on usage data.

Staff PCs that use MN.IT internet are tracked as such on the IFA and attributed to the organization that uses them. Other PCs that use MN.IT internet are also tracked on the IFA and are allocated based on their location, (career lab PCs by career lab allocation %; shared space PCs by shared space allocation %).

FTEs. The number of full-time equivalents on site. Staff with office space at multiple sites may not be counted as more than one FTE, with fractions totaling one FTE being allocated across the multiple sites. Vacant or unfilled positions must be included in the FTE count.

***FTE Exemptions** – Program FTE exemptions from allocation of reception costs are allowed if the program can document/attest to the fact that these customers do not receive direct services out of their assigned (by WF1) CFC. Current exemptions include:*

- Youth participants from Title IB and Title IV
- Title VII program of State Services for the Blind, (SSB"u" only, not SSB"w"), for visually impaired individuals
- Supervisory FTEs

Workforce One Data (WF1). Workforce One participant enrollments will be used for the allocation of 50% of a CFC's reception related expenses. A date is chosen near the beginning of the calendar year to count all active enrollees in WF1 in a CFC to populate the IFA with. DEED staff provide and pre-populate the IFAs with this data prior to them being sent to local CFC management.

Career Lab Allocation. A locally negotiated allocation that is preferred by DEED to be based off of DEED-provided Cybrarian data. Cybrarian data will be provided to show how many Cybrarian logins occurred from individuals who list a social security number in their Cybrarian/Minnesotaworks.net account that is also actively enrolled in a Workforce One program at the time they log in to a resource area PC with Cybrarian software present.

If Cybrarian is not present at a location a local agreement should be reached that best attempts to reflect the traffic of customers in to a CFC by organization.

Total Space. The sum of dedicated and shared space per organization as indicated on the IFA.

Location. Shared phones should be split by the allocation of the space they are in. For example, career lab shared phones should be split by the career lab allocation, break room phones should be split by the common space allocation, etc.

Dispute Resolution

If the partners are not able to reach agreement on an IFA, the local workforce development board will convene all partners and attempt to resolve the dispute. If an agreement still cannot be reached, the local workforce development board must notify DEED that an impasse has been reached. DEED will review the process and make a dispute resolution recommendation. If this is not successful the SFM will take effect for that CFC, taking into consideration the distribution and allocation of services of all required partners within the local area.

THE STATE FUNDING MECHANISM (SFM)

If the Local WDB, local elected official, and required one-stop partners in a local area do not reach consensus agreement on methods of sufficiently funding the costs of infrastructure of all of their one-stop centers for a fiscal year, the State funding mechanism is applicable to the local area for the applicable state fiscal year.

In the State funding mechanism, the Governor, subject to limitations, determines one-stop partner contributions after consultation with the chief elected officials, Local WDBs, and the State WDB. This determination involves:

- (1) The application of a budget for one-stop infrastructure costs as described in regulation Sec. 20 CFR 678.735, (all regulation numbers in this section pertain to Sec. 20 CFR), based on either agreement reached in the local area negotiations or the State WDB formula outlined in regulation 678.745;
- (2) The determination of each local one-stop partner program's proportionate use of the one-stop delivery system and relative benefit received, consistent with the Uniform Guidance at 2 CFR part 200, including the Federal cost principles, the partner programs' authorizing laws and regulations, and other applicable legal requirements described in regulation 678.736; and
- (3) The calculation of required statewide program caps on contributions to infrastructure costs from one-stop partner programs in areas operating under the State funding mechanism as described in regulation 678.738.

The Governor is limited to determining the infrastructure cost contributions for some one-stop partner programs under the State funding mechanism in the following situations:

(1) The Governor will not determine the contribution amounts for infrastructure funds for Native American program grantees described in regulation part 684. The appropriate portion of funds to be provided by Native American program grantees to pay for one-stop infrastructure must be determined as part of the development of the MOU described in 678.500 and specified in the MOU.

(2) In States in which the policy-making authority is placed in an entity or official that is independent of the authority of the Governor with respect to the funds provided for adult education and literacy activities authorized under title II of WIOA, postsecondary career and technical education activities authorized under the Carl D. Perkins Career and Technical Education Act of 2006, or VR services authorized under title I of the Rehabilitation Act of 1973 (other than sec. 112 or part C), as amended by WIOA title IV, the determination of the amount each of the applicable partners must contribute to assist in paying the infrastructure costs of one-stop centers must be made by the official or chief officer of the entity with such authority, in consultation with the Governor.

Any duty, ability, choice, responsibility, or other action otherwise related to the determination of infrastructure costs contributions that is assigned to the Governor in regulation 678.730 through 678.745 also applies to this decision-making process performed by the official or chief officer described in paragraph in paragraph (2) above.

To initiate the State funding mechanism, a Local WDB that has not reached consensus on methods of sufficiently funding local infrastructure through the local funding mechanism as provided in regulation 678.725 must notify the Governor by the deadline established by the Governor in the IFA policy.

Once a Local WDB has informed the Governor that no consensus has been reached:

(1) The Local WDB must provide the Governor with local negotiation materials in accordance with regulation 678.735(a).

(2) The Governor must determine the one-stop center budget by either:

(i) Accepting a budget previously agreed upon by partner programs in the local negotiations, in accordance with regulation 678.735(b)(1); or

(ii) Creating a budget for the one-stop center using the State WDB formula (described in regulation 678.745) in accordance with regulation 678.735(b)(3).

(3) The Governor then must establish a cost allocation methodology to determine the one-stop partner programs' proportionate shares of infrastructure costs.

(4)(i) Using the methodology established in this policy, and taking into consideration the factors concerning individual partner programs listed in regulation 678.737(b)(2), the Governor must determine each partner's proportionate share of the infrastructure costs, and

(ii) In accordance with regulation 678.730(c), in some instances, the Governor does not determine a partner program's proportionate share of infrastructure funding costs, in which case it must be determined by the entities named under the limitation section of the IFA policy.

(5) The Governor must then calculate the statewide caps on the amounts that partner programs may be required to contribute toward infrastructure funding, according to the steps found in regulation 678.738(a)(1) through (4).

(6) The Governor must ensure that the aggregate total of the infrastructure contributions according to proportionate share required of all local partner programs in local areas under the State funding mechanism do not exceed the cap for that particular program. If the total does not exceed the cap, the Governor must direct each one-stop partner program to pay the amount determined toward the infrastructure funding costs of the one-stop center. If the total does exceed the cap, then to determine the amount to direct each one-stop program to pay, the Governor may:

(i) Ascertain whether the local partner or partners whose proportionate shares are calculated above the individual program caps are willing to voluntarily contribute above the capped amount to equal that program's proportionate share; or

(ii) Choose from the options provided in regulation 678.738(b)(2)(ii), including having the local area re-enter negotiations to reassess each one-stop partner's proportionate share and make adjustments or identify alternate sources of funding to make up the difference between the capped amount and the proportionate share of infrastructure funding of the one-stop partner.

(7) If none of the solutions given in paragraphs (b)(6)(i) and (ii) of IFA regulation prove to be viable, the Governor must reassess the proportionate shares of each one-stop partner so that the aggregate amount attributable to the local partners for each program is less than that program's cap amount. Upon such reassessment, the Governor must direct each one-stop partner program to pay the reassessed amount toward the infrastructure funding costs of the one-stop center.

If a local area has reached agreement as to the infrastructure budget for the one-stop centers in the local area, it must provide this budget to the Governor. If, as a result of the agreed upon infrastructure budget, only the individual programmatic contributions to infrastructure funding based upon proportionate use of the one-stop centers and relative benefit received are at issue, the Governor may accept the budget, from which the Governor must calculate each partner's contribution consistent with the cost allocation methodologies contained in the Uniform Guidance.

The Governor may also take into consideration the extent to which the partners in the local area have agreed in determining the proportionate shares, including any agreements reached at the local level by one or more partners, as well as any other element or product of the negotiating process provided to the Governor as required by paragraph (a) of this section.

If a local area has not reached agreement as to the infrastructure budget for the one-stop centers in the local area, or if the Governor determines that the agreed upon budget does not adequately meet the needs of the local area or does not reasonably work within the confines of the local

area's resources in accordance with the Governor's one-stop budget guidance (which is required to be issued by WIOA Sec. 121(h)(1)(B) and under regulation 678.705), then in accordance with regulation 678.745, the Governor must use the formula developed by the State WDB based on at least the factors required under regulation 678.745, and any associated weights to determine the local area budget.

Once the appropriate budget is determined for a local area through either method described in regulation 678.735 (by acceptance of a budget agreed upon in local negotiation or by the Governor applying the formula in regulation 678.745), the Governor must determine the appropriate cost allocation methodology to be applied to the one-stop partners in such local area, consistent with the Federal cost principles permitted under 2 CFR part 200, to fund the infrastructure budget.

The Governor must use the cost allocation methodology—as determined under Sec. 678.736—to determine each partner's proportionate share of the infrastructure costs under the State funding mechanism, subject to considering the factors described in paragraph (b)(2) of this section.

(2) In determining each partner program's proportionate share of infrastructure costs, the Governor must take into account the costs of administration of the one-stop delivery system for purposes not related to one-stop centers for each partner (such as costs associated with maintaining the Local WDB or information technology systems), as well as the statutory requirements for each partner program, the partner program's ability to fulfill such requirements, and all other applicable legal requirements. The Governor may also take into consideration the extent to which the partners in the local area have agreed in determining the proportionate shares, including any agreements reached at the local level by one or more partners, as well as any other materials or documents of the negotiating process, which must be provided to the Governor by the Local WDB and described in Sec. 678.735(a).

Determining Caps on Contributions

(a) The Governor must calculate the statewide cap on the contributions for one-stop infrastructure funding required to be provided by each one-stop partner program for those local areas that have not reached agreement. The cap is the amount determined under paragraph (a)(4) of this section, which the Governor derives by:

(1) First, determining the amount resulting from applying the percentage for the corresponding one-stop partner program provided in paragraph (d) of this section to the amount of Federal funds provided to carry out the one-stop partner program in the State for the applicable fiscal year;

(2) Second, selecting a factor (or factors) that reasonably indicates the use of one-stop centers in the State, applying such factor(s) to all local areas in the State, and determining the percentage of such factor(s) applicable to the local areas that reached agreement under the local funding mechanism in the State;

(3) Third, determining the amount resulting from applying the percentage determined in paragraph (a)(2) of this section to the amount determined under paragraph (a)(1) of this section

for the one-stop partner program; and

(4) Fourth, determining the amount that results from subtracting the amount determined under paragraph (a)(3) of this section from the amount determined under paragraph (a)(1) of this section. The outcome of this final calculation results in the partner program's cap.

(b)(1) The Governor must ensure that the funds required to be contributed by each partner program in the local areas in the State under the State funding mechanism, in aggregate, do not exceed the statewide cap for each program as determined under paragraph (a) of this section.

(2) If the contributions initially determined under Sec. 678.737 would exceed the applicable cap determined under paragraph (a) of this section, the Governor may:

(i) Ascertain if the one-stop partner whose contribution would otherwise exceed the cap determined under paragraph (a) of this section will voluntarily contribute above the capped amount, so that the total contributions equal that partner's proportionate share. The one-stop partner's contribution must still be consistent with the program's authorizing laws and regulations, the Federal cost principles in 2 CFR part 200, and other applicable legal requirements; or

(ii) Direct or allow the Local WDB, chief elected officials, and one-stop partners to: re-enter negotiations, as necessary; reduce the infrastructure costs to reflect the amount of funds that are available for such costs without exceeding the cap levels; reassess the proportionate share of each one-stop partner; or identify alternative sources of financing for one-stop infrastructure funding, consistent with the requirement that each one-stop partner pay an amount that is consistent with the proportionate use of the one-stop center and relative benefit received by the partner, the program's authorizing laws and regulations, the Federal cost principles in 2 CFR part 200, and other applicable legal requirements.

(3) If applicable under paragraph (b)(2)(ii) of this section, the Local WDB, chief elected officials, and one-stop partners, after renegotiation, may come to agreement, sign an MOU, and proceed under the local funding mechanism. Such actions do not require the redetermination of the applicable caps under paragraph (a) of this section.

(4) If, after renegotiation, agreement among partners still cannot be reached or alternate financing cannot be identified, the Governor may adjust the specified allocation, in accordance with the amounts available and the limitations described in paragraph (d) of this section. In determining these adjustments, the Governor may take into account information relating to the renegotiation as well as the information described in Sec. 678.735(a).

(c) Limitations. Subject to paragraph (a) of this section and in accordance with WIOA Sec. 121(h)(2)(D), the following limitations apply to the Governor's calculations of the amount that one-stop partners in local areas that have not reached agreement under the local funding mechanism may be required under Sec. 678.736 to contribute to one-stop infrastructure funding:

Program Title	Limitation	Program Title	Limitation
Title IB (Youth, Adult, DW)	3.00%	Temporary Asst. Needy Families	1.50%
Title II - AFLA	1.50%	Sup. Nut. Assistant Program E&T	1.50%
Title III – Wagner-Peyser	3.00%	Community Serv. Block Grant	1.50%
Title IV – VRS/SSB	1.50%	Jobs for Veterans State Grants	1.50%
Unemployment Compensation	1.50%	Trade Adjustment Assistance	1.50%
Job Corps	1.50%	Sr. Community Ser. Emp. Program	1.50%
Carl Perkins	1.50%	Native American Programs	1.50%
YouthBuild	1.50%	Housing & Urban Development	1.50%
Natl. Farmworker Jobs Program	1.50%	Second Chance Act Grants	1.50%

Federal direct spending programs. For local areas that have not reached a one-stop infrastructure funding agreement by consensus, an entity administering a program funded with direct Federal spending, as defined in Sec. 250(c)(8) of the Balanced Budget and Emergency Deficit Control Act of 1985, as in effect on February 15, 2014 (2 U.S.C. 900(c)(8)), must not be required to provide more for infrastructure costs than the amount that the Governor determined.

For programs for which it is not otherwise feasible to determine the amount of Federal funding used by the program until the end of that program’s operational year—because, for example, the funding available for education, employment, and training activities is included within funding for the program that may also be used for other unrelated activities—the determination of the Federal funds provided to carry out the program for a fiscal year may be determined by:

1. The percentage of Federal funds available to the one-stop partner program that were used by the one-stop partner program for education, employment, and training activities in the previous fiscal year for which data are available; and
2. Applying the percentage determined under paragraph (d)(1) of this section to the total amount of Federal funds available to the one-stop partner program for the fiscal year for which the determination under paragraph (a)(1) of this section applies.

In the State funding mechanism, infrastructure costs for WIOA title I programs, including Native American Programs described in part 684 of this chapter, may be paid using program funds, administrative funds, or both. Infrastructure costs for the Senior Community Service Employment Program under title V of the Older Americans Act (42 U.S.C. 3056 et seq.) may also be paid using program funds, administrative funds, or both.

In the State funding mechanism, infrastructure costs for other required one-stop partner programs (listed in Secs. 678.400 through 678.410) are limited to the program’s administrative funds, as appropriate.

In the State funding mechanism, infrastructure costs for the adult education program authorized by title II of WIOA must be paid from the funds that are available for local administration and may be paid from funds made available by the State or non-Federal resources that are cash, in-

kind, or third-party contributions.

In the State funding mechanism, infrastructure costs for the Carl D. Perkins Career and Technical Education Act of 2006 must be paid from funds available for local administration of postsecondary level programs and activities to eligible recipients or consortia of eligible recipients and may be paid from funds made available by the State or non-Federal resources that are cash, in-kind, or third-party contributions.

The State Formula

The State WDB must develop a formula to be used by the Governor under Sec. 678.735(b)(3) in determining the appropriate budget for the infrastructure costs of one-stop centers in the local areas that do not reach agreement under the local funding mechanism and are, therefore, subject to the State funding mechanism. The formula identifies the factors and corresponding weights for each factor that the Governor must use, which must include: the number of one-stop centers in a local area; the population served by such centers; the services provided by such centers; and any factors relating to the operations of such centers in the local area that the State WDB determines are appropriate. As indicated in Sec. 678.735(b)(1), if the local area has agreed on such a budget, the Governor may accept that budget in lieu of applying the formula factors.

The State Funding Formula will be based on the following analysis:

1. The number of WorkForce Centers in the local area and total operational costs of WFCs.
2. The total number and ratio of workforce participants, including disparately impacted populations included in the state plan using the WorkForce Centers.
3. The availability/accessibility of services by core and required programs.

The analysis of WFC costs will be used to establish the total budgeting level for the WFC in question. The budget determined by the State Board should not vary more than 15% from the originally submitted budget for local areas with only 1 WFC, or the average cost of all WFCs within the local area. Variances above that amount may require reclassification of the WFC or adjusting of IFA contributions, based on the analysis of #2 and #3.

Appeals of the SFM

(a) The Governor must establish a process, described under sec. 121(h)(2)(E) of WIOA, for a one-stop partner administering a program described in Secs. 678.400 through 678.410 to appeal the Governor's determination regarding the one-stop partner's portion of funds to be provided for one-stop infrastructure costs. This appeal process must be described in the Unified State Plan.

(b) The appeal may be made on the ground that the Governor's determination is inconsistent with proportionate share requirements in Sec. 678.735(a), the cost contribution limitations in Sec. 678.735(b), the cost contribution caps in Sec. 678.738, consistent with the process described in the State Plan.

(c) The process must ensure prompt resolution of the appeal in order to ensure the funds are distributed in a timely manner, consistent with the requirements of Sec. 683.630 of this chapter.

(d) The one-stop partner must submit an appeal in accordance with State's deadlines for appeals specified in the guidance issued under Sec. 678.705(b)(3), or if the State has not set a deadline, within 21 days from the Governor's determination.