

Regional and Local Plans

7/1/2021 – 6/30/2024

RWDA:

Regional Workforce Development Area #3

LWDA:

Local Workforce Development Area #5

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.

The Central Minnesota Jobs and Training Services, Inc. (CMJTS) Workforce Development Board, also known as Central Minnesota Workforce Development Board (CMJTS WDB), has designated one comprehensive One-Stop center in Local Workforce Development Area 5 (LWDA 5), located at 406 7th Street East, Monticello, MN 55362, that provides access to the services of all required partners. For a One-Stop to be designated a comprehensive center, it must demonstrate that the following criteria have been met:

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

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

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

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

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

Proper connectivity and coordination among the local workforce development area's physical sites occur through solid telecommunication and in-person meetings between partner managers and supervisors. This group of partner managers includes CMJTS program managers for WIOA Youth, Adult, and Dislocated Worker programs, TANF public assistance programs, including DWP, MFIP and SNAP, DEED Job Service, Adult Basic Education, and Vocational Rehabilitation Services. Besides the communication described above, Region 3's One-Stop Operator (OSO) convenes regular regional CFC Memorandum of Understanding (MOU) service provider partner meetings.

Coordinating services between physical sites are achieved through the regular meetings noted above and utilizing itinerant staff. LWDA 5 has many team members who routinely travel between CFCs, such as the DEED field operations regional manager, Veterans representatives, and Job Service staff who conduct workshops, such as Creative Job Search, at many local centers. This staff has the opportunity to share ideas on how to effectively collaborate within a center, as they can take and share best practices from multiple CFCs.

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

Connectivity and coordination among the service providers with the local workforce development area occur through open and regular communication between partner program management and staff. This communication may appear in person or by phone, mail, email, or through virtual meetings. Issues such as CareerForce Center (CFC) operations, policy determination/clarification, staffing issues, opportunities for collaboration, successes, program referrals, best practices, accessibility of partner programs and services, and partner program updates, including, but not limited to, staffing, budgets, and services, are addressed as necessary and beneficial.

Further connectivity and coordination occur through CFC team meetings at each of the CareerForce and affiliate sites located in LWDA 5. Due to the COVID-19 pandemic, these meetings are temporarily postponed. Partner representation may include staff, supervisors, and managers for WIOA Youth, Adult, and Dislocated Worker programs, SCSEP, public assistance programs, including DWP, MFIP and SNAP, DEED Job Service, Veteran Services, Adult Basic Education (ABE), Vocational Rehabilitation Services (VRS), and other partners present at the involved location.

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

The current hours of operation at our comprehensive CFC location and affiliate sites are from 8 am to 4:30 pm, Monday through Friday. Due to the Governor's Executive Orders' restrictions during the pandemic, many locations were temporarily closed to in-person meetings, and jobseekers were accommodated via virtual means. As restrictions loosened up, jobseekers can access CareerForce services and partner programs in-person through appointment only. Non-traditional hours are available to

accommodate special needs, such as evening facilitation of workshops and participation in local job fair events. Additional strategies to maximize customer services will be considered, especially for those customers with barriers.

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

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

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

CMJTS LWDB strives to ensure first that the community is aware of the existence of CareerForce Services. Promotion is achieved through joint presentations, cold calling, word-of-mouth encouragement, and public relations campaigns. Many people may have never used Career Services before and likely do not know what is available to them. CMJTS LWDB works to ensure that programs and services are readily available, including program-related flyers and brochures to inform jobseekers better and ensure that CareerForce staff is competent to complete an informal needs assessment to determine appropriate referrals. Accessibility is guaranteed by having several CFC and affiliate sites located across LWDA 5. For jobseekers who do not have a car or do not drive and do not have access to public transportation, a CFC staff may provide services through virtual means or by telephone. Program staff will accommodate inconvenient office hours and meet with participants outside of regularly scheduled business hours. Program staff may also travel to the participant's community and meet locally to address the lack of childcare or other needs. CMJTS LWDB ensures a well-rounded service delivery system that represents our communities' diverse needs and secures access for disconnected youth, women, communities of color, and persons with disabilities through a highly skilled and well-trained staff.

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

Access to technology is a challenge in rural LWDA 5 since the WDA experiences pockets of limited broadband and connectivity. Federal, state, and local resources are targeted to address broadband, connectivity, and affordability concerning

technology. Understanding the needs of both jobseekers and business is critical to assuring that jobseekers and businesses in the WDA Minnesota area can compete locally, at the State level, and at national and international levels.

Furthermore, the following strategies listed leverage technology for services, provide equal opportunity, and ensure compliance with accessibility standards:

- Promote access to CFC services and programs to people with disabilities and share resources with the CFC staff for those who benefit from assistive technology or accommodations.
- Train all staff on the use of available assistive technology and referral resources.
- Use career lab computers to support jobseeker virtual interviews with potential employers and access the Minnesota Relay system.
- Use of online chat features like Microsoft Teams IM to assist with the navigation of CFC services.
- Use of a dedicated email address to offer online résumé reviews and delivery of online services.
- Make available a virtual option for CFC services, including program orientation videos explaining benefits and CareerForce online webinars and workshops.

The CMJTS LWDB recognizes the need to enhance online services, create the opportunity for a virtual CFC experience, and coordinate CFC partner services. Broadband access is essential now more than ever. It is vital to jobseekers' success in obtaining employment, students' distance learning during a pandemic, and businesses maintaining a competitive edge. Because of this, the CMJTS LWDB encourages an ambitious statewide broadband expansion to support LWDA 5 and its economy. The CMJTS LWDB approved a letter of support submission for the Minnesota Rural Broadband Coalition initiatives and a letter to the Minnesota Legislature requesting they fund the Border-to-Border Broadband Development Grant program. The CMJTS LWDB participates in and promotes all Minnesotans to perform the Minnesota Rural Broadband Coalition statewide crowd-sourced internet speed testing initiative.

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

CMJTS is the program provider for WIOA Adult, Youth, and Dislocated Worker programs in LWDA 5 and is the MFIP services provider in ten of the eleven LWDA 5 counties. CMJTS employment specialists provide LWDA 5 individuals and families services through several programs designed to help people meet their basic needs. They help individuals complete training, connect with employment, and increase their economic self-sufficiency.

Staff are aware of local resources and cultivate relationships with community agencies so that they may make referrals to these resources and agencies as appropriate. Staff also participate in groups, committees, or events that address

regional support needs, such as transportation, housing, specialized services, childcare, and collaborative community efforts. For example:

- Community Transition Interagency Committee (CTIC) for Wright and Sherburne County
- Renville County Salvation Army
- Operation Community Connect and Operation Homeless
- DHS Employment Services Advisory Board
- WF1 Connect Advisory Committee
- Renville County Child Care Initiative
- Meeker County Child Care Initiative
- Mid-MN Regional Transportation Coordinating Council (MMRTCC)
- Mid-MN Development Commission
- LYFT (Launch Your Future Today) Career Pathways Council, Grant Review Team
- Region 3 I-WE (Inclusive Workforce Employer) Committee
- Ridgewater College Business Service Team Committee
- Kandiyohi EDC Business Retention and Expansion/Recruitment Committee
- Well Being At Work Committee with Meeker County Public Health
- Open Doors for Youth board member (Elk River)
- Immigrant and Refugee Affairs Forum

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

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

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

Through participation in the DEI grant, a best practice now being implemented in CMJTS case management is the Integrated resource teams. This delivery method increases effectiveness by bringing more resources to the table for the participant and reducing barriers by minimizing the duplication of meetings.

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.

WIOA law requires that each entity that carries out a program or activities through a local One-Stop center must use a portion of the funds available for the program and activities to maintain the One-Stop delivery system the infrastructure costs of One-Stop centers. The MOU will identify the partner roles and responsibilities, including who must contribute resources to the IFA. Each partner will support the provision of services at the comprehensive One-Stop Center through cash, non-cash contributions, or third-party in-kind contributions agreed upon by all parties.

The CMJTS LWDB has a standing committee of the board, the Executive Committee, which addresses Infrastructure Funding Agreements (IFA) between CFC partners, ensures state policies are reviewed and followed, and addresses any discrepancy or disagreement among the partners. If differences exist, the core partners are invited to the Executive Committee to report information and express disputes. In addition to the Executive Committee, the CMJTS LWDB has a Finance Committee who, when convened, can address discrepancies in the IFA and report back to the Executive Committee.

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

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

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 CMJTS LWDB will develop a template to be used by all partners that request each mandated "core" and "additional" One-Stop or CFC partner define their roles and responsibilities in the MOU document. Involving everyone in the process ensures ownership and a commitment to the MOU. Partner roles and responsibilities must be mutually agreed upon by the MOU parties to operate the One-Stop delivery system or the LWDB in LWDA 5, as required under WIOA.

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

The MOU will include an Infrastructure Funding Agreement, listing the financial resources; if any, each partner will commit to providing services at the one-stop center.

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

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

- Incorporating diversity, inclusion, and equity goals into all facets of program development, delivery, and engagement,
- Developing culturally competent LWDB members and staff through self-awareness, learning about different cultures through training, and
- Adaptation of diversity-focused programming with outreach efforts targeting BIPOC, older worker, women, and individuals with disabilities.

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 CMJTS LWDB goal is to ensure programs and services effectively address youth and individuals' workforce development needs with barriers to employment, including at-risk youth, underrepresented communities of color, justice-involved individuals, those with disabilities, or substantial obstacles to employment. This is accomplished by facilitating CFC partner staff, services, and resources and building partnerships that directly address the complex realities confronting youth, young adults, and adult jobseekers with multiple challenges.

Title I Youth programs prioritize funding to serve young adults who face intense challenges in establishing themselves in a livable-wage career. Targeted youth include those who:

- Have a disability
- Have experienced homelessness
- Are involved with the justice system
- Are not working and not in school
- Live in a community with high unemployment rates
- Are English language learners
- Pregnant or parenting
- Are in state care
- Residents of public housing

The majority of individuals served by the WIOA Title I Adult Program are individuals with barriers to employment. The CMJTS WIOA adult program's established goal is to enroll a minimum of 75% of adults who meet 1st or 2nd priorities, e.g., veterans and nonveterans who are low income, or recipients of public assistance, or who are basic skills deficient.

CMJTS programming aims to help individuals returning to community life seamlessly. Individuals returning from incarceration experience multiple challenges in navigating the transition from prison or jail to community life. CMJTS focuses on a combination of issues, including housing, education, job readiness, soft skills training, mental health and chemical dependency issues, and career pathway goals to help justice-involved individuals create a plan for success. This is done during incarceration through workshop facilitation, and inmates are encouraged to visit the CFC upon reentry.

The CMJTS LWDB will continue to provide individualized services and ensure multiple program entry and exit points are established to meet customers where they are. Whether a jobseeker has a basic skills deficiency or merely needs help developing a resume, there is help available. Multiple steps along the pathway allow jobseekers to earn credentials, certificates, and degrees – go to work – and return as needed for further education.

- 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.

Common measures and performance accountability indicators are common to all of six core programs, Title I Youth, Adult, and Dislocated Worker programs, Title II Adult Education and Family Literacy program, Title III Employment Service, and Title IV Rehabilitation Services program. Local performance goals are aligned with state and federal performance accountability measures and then adjusted to meet the expectations of the CMJTS LWDB. The CMJTS LWDB expects local service providers to, at minimum, meet the performance standards negotiated with the governor and local Chief Elected Officers (or JPB), as they apply to each program. The CMJTS LWDB provides ongoing training, technical assistance, and monitoring of all programs to ensure a high level of programs and services.

CMJTS continues to embrace the state's mission to serve higher percentages of populations experiencing disparities in education and employment and face multiple employment barriers. Furthermore, CMJTS is committed to continued outreach to priority populations outlined in this local plan. Local negotiations of performance standards are consistently met due to our staff's great work to serve the people in LWDA 5.

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

The CMJTS LWDB Mission: To provide leadership that integrates workforce, education, and economic resources for our communities. The CMJTS LWDB

mandates the following strategies for core program managers to align resources to the LWDA 5 and achieve the board's mission, goals, and strategy in the local area:

- One-Stop core partner (OSCP) managers attend CMJTS LWDB meetings and standing committees of the board assigned by the board chair. These placements ensure core partners understand the vision, mission, values, and goals of the board.
- OSCP's report to the standing committee assigned and provide experience and expertise to meet their respective committee's goals. For example, suppose the Workforce Development Committee directs CMJTS' business service coordinators to submit reports to the committee on businesses they have visited in assigned sectors and the business outcomes. In that case, they are required to do so. This information is vital to the work of the CMJTS LWDB and its communities.
- OSCP's (and other partners as necessary) participating in service delivery at the comprehensive center attend One-Stop Operator-convened meetings, as scheduled. Minutes are disseminated to the CMJTS LWDB Executive Committee, the CMJTS LWDB, and the Region 3 Leadership and Planning Board (R3LPB) for review upon request.
- OSCP's are invited to the CMJTS LWDB and R3LPB special events, board orientation, and monthly board meetings.

Based on the expectations listed above, one-stop program partners strategize staffing, resources, and funding to ensure that the vision of a robust and integrated system of career services seamlessly comes to fruition. According to the partner Memorandum of Understanding (MOU), the one-stop partners deliver services, share resources, and braid funding to serve jobseekers best. Through the successful execution of this MOU, the CMJTS LWDB is well-positioned to realize its strategic vision and goals.

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.

The workforce development system is a crucial partner to post-secondary entities and business as they help untrained workers obtain skills that lead to meaningful and family-sustaining careers, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act. Focus is placed on upskilling jobseekers based on high-wage, high-demand occupations in LWDA 5. Secondary and post-secondary representatives serve on the CMJTS LWDB and its Youth Committee to better align core services with appropriate programs of study. Every effort is made to link jobseekers with academic and technical training relevant to their career goals, including interests, values, and abilities.

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.

Local jobseekers' needs include the demand for employment and training services that increase occupational skills, job retention, and earning potential through access to meaningful career pathway exploration and counseling. The focus of core program services considers existing career pathways experience and expands opportunities for success through job search assistance and training services. Alignment of core programs, including workforce investments, education, and economic development, will ensure a high-quality workforce. Guidance is provided through core programs by ensuring jobseekers receive local labor market information and educate them on the benefits of pursuing in-demand occupations. A variety of services may include preparing individuals for secondary or post-secondary training options (including work-based options), career counseling, and referrals to community resources for support services. A special initiative, CMJTS facilitates a weekly Professional Development and Networking group with job seekers to enhance their job search competitive advantage by connecting them with area business and industry leaders to better meet their staffing requirements.

Wagner-Peyser delivers vital services to jobseekers and businesses through Job Service. The focus of all services available through Minnesota's statewide network of CareerForce locations helps jobseekers find work and help employers find and retain qualified employees.

Job Service staff guide jobseekers through all job search and career planning steps no matter where they are at in their career search. All jobseekers are welcomed at their CareerForce locations and provided the services needed to attain employment no matter what structural barriers they may have to secure a job.

The mission of Vocational Rehabilitation Services (VRS) is to empower Minnesotans with disabilities to achieve their goals for employment, independent living, and community integration. Work for those with disabilities will be in integrated, competitive positions in the community, at competitive wages—wages that are not less than that customarily paid by the employer for the same or similar work performed by non-disabled individuals. All the individuals served by VRS have disability-related barriers to employment. Many of these individuals are from diverse racial, ethnic, and cultural backgrounds, and some have criminal histories. Barriers commonly associated with poverty are common as well. VRS is expanding services to transition-aged youth in job exploration counseling, work-based learning experiences, counseling on enrollment opportunities in comprehensive transition or post-secondary educational programs at higher education institutions, workplace readiness training, and instruction in self-advocacy.

All CareerForce locations provide a staffed Career Lab to serve the public without regard for eligibility. During the COVID-19 pandemic, many CFCs and affiliate sites are open by appointment to jobseekers and provide services virtually as requested. Minnesota maintains strong, inclusive eligibility policies that address services available to the universal customer, ensuring that all CareerForce services are accessible to everyone.

- 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.

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

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

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

Changing labor market trends and the desire to help jobseekers obtain meaningful and satisfying employment drive the CMJTS LWDB. In LWDA 5, providing career pathway services to customers is standard practice. The concepts of connecting individuals to training, providing supportive services for those in education, providing career navigation services, and providing employment placement and retention after credential attainment are components of most employment and training programs. CFC jobseekers are directed to the best online resources to investigate career pathways, and they receive career guidance from CFC career lab staff or employment specialists to make informed decisions.

The CMJTS LWDB expands access to employment opportunities by encouraging core partners to support education and training, career pathways, and co-enrollments. The One-Stop Operator group is looking at a universal referral form to facilitate referrals between partners to make the co-enrollment process as seamless as possible for the jobseeker. The appropriate core partners provide support services that enable jobseekers to progress down a career pathway and successfully obtain employment in an in-demand sector. Career pathways training models contribute to the overall success of employment and training programs and their participants.

These models provide individuals the best path to long-term career success, with opportunities to build upon their skills or “stack” credentials as they progress and satisfy local business workforce needs. The core partners develop plans with local colleges and create career pathway opportunities. There have been multiple career pathway programs since March 2013, including FastTRAC and Pathways to Prosperity programs, and continue to pursue these opportunities to increase capacity.

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

According to DEED's Occupations in Demand tool, nearly 300 occupations show relatively high demand in the region, with training and education requirements ranging from short-term on-the-job training to postsecondary education to advanced degrees. These occupations are spread across different sectors but also concentrated in the region's major industries. For example, nursing assistants, personal care aides, home health aides, licensed practical and registered nurses, slaughterers and meatpackers, industrial engineers, carpenters, and truck drivers are in high demand.

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

CMJTS Business Service Coordinators (BSC) and the DEED Workforce Strategy Consultant regularly analyze which sectors are being served by LWDA 5 at any given time, allowing for a clear picture of how LWDA 5 is addressing the needs of growing industries in the region. They use their communication, networking, industry/sector knowledge, previous experience recruiting employers, and established employer relationships to identify businesses' local needs. An assessment of the local economy and workforce training needs are determined and regularly updated. This information is shared with the CMJTS LWDB to help support a system-wide response to current economic trends.

Also, LWDA 5 businesses engage with CMJTS BSCs to access workforce development resources to assist in employee sourcing, training, and retention. Businesses engage by partnering with or participating in:

- CMJTS facilitates monthly Human Resource Administrator groups to gather area HR professionals to share best practices, solve common challenges, and learn more about CareerForce Center services, resources, and partners.

- CMJTS hosts a weekly local radio program, Work Wright, on which local employers share information and career opportunities with the local workforce to facilitate connecting with new employees.
- CMJTS facilitates career fairs, both virtual and drive-through, to enhance connectivity between area employers and job seekers. Some of these events are sector-focused such as healthcare and manufacturing.
- CMJTS is a member of many area Chambers of Commerce to connect with area business and industry to inform and equip them with CareerForce partners, services, and resources.
- Through interaction and information exchange at education partners like Manufacturers Alliance and Enterprise Minnesota.
- Networking and information sharing among business and industry peers, word-of-mouth endorsements, and recommendations.
- Participation in college advisory groups, connecting with industry leaders, e.g., college program advisory boards, campus community advisory boards.
- Participation in the Inclusive Workforce Employer (I-WE) Designation program. A regional committee exists to replicate this initiative in Region 3. Employers will go through an application process to review policies and employee culture to ensure they are an inclusive employer, including company assessments and training. After completion, the employer will receive the designation and use of the logo.

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 CMJTS LWDB consists of private sector leaders from growing, local industries in LWDA 5. Through their personal experience and conversation with local employers, CMJTS Business Service Coordinators have discovered that even in sectors with more professional opportunities and positions, the employer's primary concern is finding a worker with the desire to work and learn. Many employers are very willing to train people to get the work skills needed, provided they are ambitious, ready learners. Most employers are still seeking "fit" over "experience" because employees can learn skills, but fitting in with a team, having a good attitude, and the desire to work and do well often cannot. CFC staff focuses then on developing work readiness and jobseekers' soft skills and draws attention to the local area employment opportunities.

- The Inventors & Entrepreneurs Club for East Central Minnesota was initiated in 2019. This group hosts monthly meetings to connect entrepreneurs with resources, knowledge and experience, and networking opportunities. Topics and guest speakers change monthly.
- Referral to Small Small Business for jobseekers interested in entrepreneurship. This organization focuses on strengthening communities by

providing coaching and resources to very small businesses within Region 7E communities.

- CMJTS is a board member with Central Minnesota Manufacturers Association (CMMA), focusing on educating manufacturers on best practices, workforce development, and legislative advocacy. CMMA is deeply involved in k-12 engagement, STEM education (robotics), and promoting manufacturing careers to the general public. CMMA has created a website, K-12 Navigator and the Apprenticeship Toolbox, to inform, inspire and foster interaction and connectivity between manufacturers, students, parents, and educators, thereby opening career pathways into manufacturing in central Minnesota.
- Healthcare - The Central Minnesota Healthcare Taskforce has changed its name to the Central Minnesota Healthcare Coalition and is led by a group of members versus a stand-alone employer. The coalition met and completed a strategic plan, moving forward with the help of a consultant. The strategic plan focused on three specific issues that continually rose to the top of the healthcare summits: training and education, recruitment, and retention. Coalition members signed up for one of the three subcommittees to tackle each issue. This group is temporarily on hold due to the COVID-19 pandemic that is affecting healthcare providers.
- One-stop partner staff participates in the Workforce Development Committee of the CMJTS LWDB. Participation includes a contribution to the discussion of how the CMJTS LWDB may complete outreach to businesses to inform them of what is available in the region by utilizing business service coordinators and other CFC services.

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

LWDA 5 staff are active participants at the table in the economic development organizations across central Minnesota as outlined below:

Mid-Minnesota Development Commission (MMDC). Administer state and federal programs, coordinate multi-jurisdictional activities, and provide technical assistance to government, businesses, and local organizations to maintain or enhance the quality of life in Kandiyohi, McLeod, Meeker, and Renville counties. Represent workforce development on the Board of Directors. Advocate for workforce development initiatives and provide input on workforce development issues in the Comprehensive Economic Development Strategy (CEDS) for Region 6E. The MMDC currently has 27 Board of Commissioner member seats, including a CMJTS business service coordinator.

Comprehensive Economic Development Strategy (CEDS) for Region 7W. Economic development professionals from CMJTS and the counties and cities within 7W are the primary conveners and advocates for this initiative and are responsible for program oversight. Additional partners include private business and industry, school officials, local elected officials, WFC representatives and community residents. The CMJTS LWDB is an advocate for the CEDS, as it impacts workforce

development and the labor market and, as a required partner, the board also provides staff support and project guidance.

Central Minnesota Quad Counties CEDS Board for Region 7W

The Central Minnesota Quad County CEDS Board's purpose is to decentralize the CEDS program and to expand and develop a new business plan, with financial projections, completion, and distribution of a CEDS, and other matters related to the regional project. Economic development professionals from the four counties and cities in Region 7W are the primary conveners and advocates for this initiative and CMJTS is responsible for project oversight.

Region 7E: CEDS Committee for EDR 7E. Part of the work of the East Central Regional Development Commission (ECRDC) is to develop a CEDS plan, which serves as "an economic roadmap to diversify and strengthen regional economies." The CEDS Committee is made up of a broad cross-section of public and private interests, and provides input, direction, implementation, and monitoring of the CEDS. The CMJTS LWDB is an advocate for the CEDS as it impacts workforce development and the labor market. As a partner, the CMJTS LWDB provides staff support and project guidance. A CMJTS staff representative has been part of this committee since 2009. Several projects funded by the EDA through this work in recent years include campus upgrades at Pine Technical & Community College, infrastructure for the Sandstone Medical Campus, Pine Technical and Community College Business Incubator, ECRDC Business Park Marketing, and Polaris Research and Development Facility, Wyoming, MN.

GPS 45:93 is a nonprofit, regional economic development consortium in EDR 7E dedicated to growing and attracting businesses with high-paying jobs to East Central Minnesota. It takes its name from the point of latitude and longitude at which the four original counties in the partnership meet – the point of opportunity. The Mission Statement of GPS 45:93 is: Collaborate to strengthen the regional economy by providing a regional approach to workforce development, business attraction, retention and expansion - acting as a conduit for members and the region to access resources and educational opportunities. GPS 45:93 membership includes economic/community development and workforce development professionals, cities, counties, businesses, banks, chambers, utilities, K-12 and higher education, the Mille Lacs Band, and community organizations concerned about the economy and workforce. A number of current and former CMJTS LWDB members and CMJTS staff are key members of the GPS group and the Regional Workforce Strategy Consultant also attends. GPS has several key committees that meet regularly to help accomplish its goals. The Workforce Committee meets monthly and is co-chaired by the representative CMJTS staff member and the regional workforce strategy consultant. Current initiatives include connecting high school students with local business for career exploration information. Student/Employer panels have been held focusing on manufacturing, and healthcare and an IT panel is being planned for April 2021. The Workforce Committee members help to support the efforts of the CMJTS LWDB by promoting and engaging in CMJTS LWDB initiatives such as creating a repository of businesses interested in participating in career activities with students and job seekers. The committee has worked on several opportunities with Blandin and GPS and its members participate in and have held offices with the Minnesota Rural Broadband Coalition. GPS holds a membership in the Community Venture Network, one tool GPS uses for business expansion in the region. The

committee has hosted several Familiarization Tour (FAM Tour) events to showcase the region for business recruitment with site selectors. During 2020, a video was produced promoting the region and two FAM tours were held virtually.

During 2020, **Mille Lacs Corporate Ventures**, together with regional partners conducted a survey to assess the local economic and entrepreneurship environment to explore the feasibility of a Tribal Economy Business Incubator.

CMJTS holds a long time Board seat with the **Wright County Economic Development Partnership**. This group focuses on business creation, retention and expansion and includes workforce development initiatives to promote careers and the quality of life in Wright county. This group also supports a CEO (Creating Entrepreneurial Opportunities) class for high school students. CMJTS focuses on assisting this group with workforce development initiatives.

CMJTS is a member of the **Monticello Industrial and Economic Development Committee** that focuses on business needs and opportunities in the area.

- 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 CMJTS LWDB strengthens linkages between the one-stop delivery system and unemployment insurance (UI) program staff in the following ways:

- Job Service staff and Title I dislocated worker staff attend each Reemployment Services and Eligibility Assessment (RESEA) sessions hosted by UI staff.
- RESEA and Job Service staff refer dislocated workers to meet with a Title I staff member for eligibility determination.
- Job Service staff provide assistance to RESEA customers to enroll them in the CareerForce workshops, job search training sessions offered through the Creative Job Search curriculum, and resume critique.
- Job Service staff and Title I dislocated worker staff reach out directly to MinnesotaWorks user to promote CareerForce resources and partner program services.

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

The CMJTS LWDB has reserved 20 percent of their combined total Workforce Investment and Opportunity Act (WIOA) Adult and WIOA DW formula funds to pay

for the federal share of the costs of providing IWT. Additionally, up to 20% of State DW funds are reserved.

The CMJTS LWDB directs training funds to pursue OJT opportunities. This type of training is mostly supported through WIOA Title I programs. Through OJT funding, up to 75% of the participant's wages may be reimbursed to the employer to offset the expense of training a less skilled or experienced employee.

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

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

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

The CMJTS LWDB offers entrepreneurial training, business consulting, and technical assistance to individuals seeking to start or grow a business in Minnesota using various resources and referrals. Specifically, for State dislocated workers, the LWDB supports dislocated workers in entrepreneurship through CLIMB (Converting Layoffs into Minnesota Businesses) activities. Individuals are referred to their local Small Business Development Center for consultation and training assistance. Or they may be encouraged to connect with community-based organizations that serve entrepreneurs and business owners such as WomenVenture and Initiative Foundations or to CFCs for research and business plan development resources. The State Dislocated Worker Program service provider may help with the cost of entrepreneurial training (and support services, if needed) for CLIMB participants.

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

The CMJTS LWDB focuses on providing exceptional customer service and ensuring client satisfaction. How stakeholders (community members, jobseekers who access services, partner agency staff, businesses and local employers, and CFC staff) view

CFC services fuels our drive toward continuous improvement. The CMJTS LWDB seeks out customer feedback through the use of satisfaction surveys and feedback forms. Surveys are administered to enrolled program customers, employers partnering with program staff, and universal customers accessing the career lab online or in person. Customer satisfaction surveys allow the CMJTS LWDB to keep a finger on the CFC pulse and identify problems before they become more significant issues.

CMJTS LWDB programming follows federal, state, and local policies established to deliver fair and equitable services. Staff is informed of updates to procedures, and training is provided through various methods. CMJTS uses Microsoft SharePoint as a data tool to warehouse program-related rules, requirements, best practices, and forms for customer service. When appropriate, staff will attend technical assistance training provided by DEED, DHS, and other expert teams. TA has been delivered in the form of webinars, peer coaching, and in-person, and topics include:

- CLIMB training
- TAA program information
- MFIP and DWP performance management
- Serving the homeless jobseeker.

Policies are in place to help all CFC and program staff tie together the agency's mission, vision, values, and culture. They also help to ensure program requirements are met and offer suggestions for growth and improvement.

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

Local employers from many sectors continue to share their struggle to find and retain workers with the skills needed to fill their openings. Examples of some of their specific needs include jobseekers who are motivated to work, demonstrate punctuality, and show an interest in staying with the company. Further concerns involve looming retirements and the lack of succession plans for small businesses, given the current economic status with COVID-19 and high unemployment rates. Numerous economists say there will be significant shifts in employment for the next 12-18 months, if not longer. Information cited is based on numbers and surveys provided by Local Workforce Development Area 5 (LWDA) employers, preCOVID-19.

Employers commonly report that the current health crisis due to the pandemic has adversely resulted in a talent gap, especially in rural areas. There are not enough qualified people living close enough to their job openings. Workers are nervous about returning to work. It isn't easy to attract talent when an employer cannot offer wages and benefits that effectively compete with the Twin Cities metro area. Additionally, lower-skilled workers need help understanding the basics of getting and keeping a job. A variety of training and retraining methods are required to train jobseekers for current and future job openings.

LWDA 5 partners collaborate to help jobseekers gain the skills necessary to address the gaps mentioned above. Offerings provided by partners include work readiness and interviewing workshops (virtual and in-person) and basic computer classes. The LWDA 5 Title I Adult, Youth, and Dislocated Worker programs provide:

- Work experience
- Work-based training (e.g., OJT, transitional jobs/paid work experience)
- Job coaching how to hone jobseekers' work-readiness skills (i.e., soft skills).

The Title I programs offer many opportunities for training and certification for in-demand occupations, when individual assessments determine they are appropriate, as part of each participant's individual employment plan (for Adult or Dislocated Worker programs) or Individual Service Strategy (for Youth programs).

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

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

The CMJTS LWDB encourages collaborative partner strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers, and jobseekers in LWDA 5. The need for technology-specific accessibility has increased in importance as a result of the COVID-19 pandemic. Every customer is unique and should be treated based upon their needs. CMJTS outreach and service delivery have responded by developing a social media strategy plan to be used in a responsible, forward-thinking manner to drive its mission, vision, and services to all interested parties.

Due to a concerted marketing and outreach campaign to engage eligible jobseekers to apply for CMJTS services and because of positive word-of-mouth promotion, there is potential for LWDA 5 to receive an influx of program applications from individuals residing outside of the 11-county local workforce development area. Jobseekers in need of training services to enhance their job readiness or career pathway may access basic CareerForce services, virtual and in-person, from any location in the state of Minnesota. Any jobseeker interested in Title I services is provided the opportunity to apply; there are no residency requirements for the WIOA Dislocated Worker or Adult Programs. However, the CMJTS LWDB may periodically need to prioritize Title I program services to applicants residing in LWDA 5.

Title I providers in Minnesota practice informal reciprocity and direct applicants to the Title I provider in their area as much as possible to ensure good customer service and strong partnerships. The CMJTS WDB also supports WIOA law that maximizes informed consumer choice in selecting where they receive services. In a situation

where funding may be limited, resources are expended to LWDA 5 residents first, and contact information for the individual's local provider will be offered.

The virtual online CareerForce platform is a statewide resource promoted locally to meet jobseekers and employers' needs. Internal systems allow customers to easily access services provided to LWDA 5 One-Stops, including those in remote areas, through the use of technology. Examples include webinar-based training, Zoom, Microsoft Teams, WebEx, and conference calls for meetings.

ABE has initiated online classes and one-on-one meetings with students through platforms like Zoom and Google Meet. Interest and intake forms are available to interested parties online. And there is a push to offer career pathway classes online throughout the ABE consortium to reach smaller programs and more remote places.

Minnesota Broadband initiatives are scattered throughout the 11-county region to enhance broadband connections in parks, schools, community buildings, libraries, person's homes, etc. The CMJTS LWDB is supportive of statewide broadband initiatives throughout the region, and the CMJTS LWDB has provided letters of support for the Minnesota Rural Broadband Coalition initiatives and to the Minnesota Legislature requesting they fund the Border-to-Border Broadband Development Grant program.

- 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, in LWDA 5, 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.

Statewide CareerForce offices are certified as ADA compliant by the Minnesota Department of Employment and Economic Development prior to certification and are periodically reviewed by DEED for compliance. In addition, we have assistive technology devices and software which are designed to be fully accessible. Necessary paperwork, meetings and technology are offered with an option of alternative formats. We provide outreach regionally to ensure accessibility to outlying areas. All programs within the Minnesota CareerForce system are expected to be fully accessible to all Minnesotans. Vocational Rehabilitation Services and State Services for the Blind are available for consultation with other programs, should unexpected issues of accessibility occur. There is co-enrollment and consultation between Vocational Rehabilitation Services, the local Disability Resource Coordinator, and the other partners, which further enhances overall accessibility.

- 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).

Six Core Program Partners include:

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

WIOA Title I Adult and Dislocated Worker funding streams pay for career and training services. Career services cover a broad range of activities, including a comprehensive assessment of skills, the provision of career and local labor market information, job search assistance, the development of an individual employment plan, career counseling, internships, and paid work experiences. Financial literacy assistance, referrals to improve English language skills, information and assistance with filing for unemployment compensation, and assistance with the Free Application for Federal Student Aid (FAFSA) is also provided. Training services can include occupational skills training, on-the-job training, incumbent worker training, transitional jobs, and adult education and literacy services, provided concurrently or in combination with other training services.

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

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

- Establishing strong relationships between CMJTS and other CFC partners, employers, economic development, local chambers of commerce, civic organizations, and other related agencies
- Collaborating with CFC partners to build and promote workforce strategies
- Marketing CareerForce services
- Serving as a resource for private businesses
- Working with regional employers to develop OJT opportunities for jobseekers

Adult Education and Literacy Act programs (Title II)

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

Wagner-Peyser Act employment services (Title III):

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

Rehabilitation Act Title I programs (Title IV):

Vocational Rehabilitation Services (VRS) specializes in working with individuals with disabilities that pose barriers to employment, post-secondary training, independent living, and community integration. VRS works with other partners to contribute to the infrastructure of the WFC system. Resources contributed through VRS include pre-employment transition services, vocational assessments, job tryouts, community-based evaluations, job search assistance, job coaching, case management, tuition assistance, and supportive services. VRS staff are available, as needed, to consult with partners working with individuals with disabilities. Additionally, VRS co-enrolls participants with other One-Stop partners to ensure collaboration and cohesive service delivery to the benefit of the consumer. Specifically, VRS provides access or referral to the following partner programs:

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

All partners who provide access to program services and activities through the One-Stop delivery system are included in the Infrastructure Funding Agreement (IFA) for their area to maintain One-Stop operation costs. All partner contributions to the costs of operating and providing services within the One-Stop center system are proportionate to the relative benefits received, adhere to the partner program's federal authorizing statute, and adhere to the Federal cost principles requiring that costs be reasonable, necessary, and allocable.

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

CMJTS offers various program services, including career counseling, education assistance, and support services to those in transition. The goal of adult and dislocated worker employment and training activities is to help unemployed or underemployed individuals find meaningful, family-sustaining work. Each program applicant is assessed by the Title I employment specialist (ES). This assessment includes a review of employability concerns, evaluation of current skill gaps for in-demand occupations, documentation that supports eligibility criteria is met, including priority of service, and appraisal of the customer’s motivation to take an active role in services. The assessment drives the determination of program type and appropriateness. It also helps the ES determine which activities, available through the Adult and Dislocated Worker Program, are most appropriate once enrolled.

Career planning is often at the forefront of any plan developed with a jobseeker. Services may include help determining in-demand career options, an assessment of the jobseekers interests, values, and abilities, and an appraisal of jobseeker work history, transferrable skills, and previous education to develop an action plan.

Many jobseekers can access training dollars to pursue post-secondary or vocational training before job search assistance. Training services are available to customers whose skills may not immediately lead to suitable employment. Training is justified through the use of assessment, outlined as an activity in developing an Individual Employment Plan, and supported by relevant labor market information. Training leading to high opportunity (e.g., high-wage, high-demand) occupations is counseled and supported.

Services are tailored to meet the unique needs of each jobseeker.

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

CMJTS youth programs provide leadership in building a skilled workforce—workers who can do the jobs of today and learn tomorrow's jobs. Through career counseling, job training, and strong business relationships, CMJTS helps prepare young adults for career pathways and the world of work that leads to meaningful employment. Our goal is to assist youth with 13 offices across primarily rural areas to overcome barriers to employment and economic disparities. These services include work-based learning opportunities, career exploration, and job search assistance/guidance, labor market information activities, including information on high-opportunity careers, and career success skills development through an individualized approach.

The full complement of youth workforce investment activities is available through WDA 5 youth programs. These activities include:

- ✓ Objective assessment

- ✓ Development of Individual Service Strategies
- ✓ Program elements including:
 - Tutoring, study skills training, and drop-out prevention/recovery strategies
 - Alternative Secondary Services
 - Paid and unpaid work-based learning opportunities
 - Occupational Skills Training
 - Workforce preparation
 - Leadership development
 - Support services
 - Adult mentoring
 - Follow-up Services
 - Comprehensive guidance and counseling
 - Financial Literacy training
 - Entrepreneurial skills development
 - Services that provide labor market information
 - Post-secondary preparation and transition activities

The focus of youth workforce investment activities is to ensure that youth have the basic skills, work readiness skills, and occupational skills necessary to succeed in post-secondary education and training, unsubsidized employment, and career pathways that lead to self-sufficiency and family-sustaining wages.

Successful models include:

Pre-Employment Transition Services (Career You)

In partnership with Vocational Rehabilitation Services (VRS), CMJTS provides Pre-Employment Transition Services to youth with disabilities, ages 14-21, who are potentially eligible for VRS services. Career You offers these youth an opportunity to explore career and training options, gain work skills, and learn how to succeed after high school, including post-secondary education and competitive employment.

Through Career You, youth receive services, one-on-one or through large group activities, centered on job search/exploration, post-secondary education counseling, work-based learning, budgeting, work-readiness training, self-advocacy instruction, and community learning projects.

Strategies continued after the Disability Employment Initiative:

CMJTS' continues to link youth with disabilities to gainful employment through individualized and comprehensive services. These efforts will continue through the following strategies:

- ✓ CMJTS Youth Program employment specialists will still receive guidance and technical assistance from the previous DEI coordinator, who will continue to support employment specialist staff to ensure coordination of services is successful.
- ✓ IRT coordination meetings will continue to provide wraparound services and resources with multiple agencies for youth with disabilities. These approaches have resulted in increased communication and coordination between agencies, particularly with our VRS partners. More importantly, for youth with disabilities.
- ✓ Guideposts for Success have shown to be beneficial with our DEI youth participants and used as an approach with our Pre-ETS youth or other youth in our programs that may need the extra guidance.

- ✓ Collaboration: CMJTS staff continue to build strong relationships with our partners who provide services to youth with disabilities. These collaborations include: attending regular IEP meetings, participating members of our local Community Transition Interagency Committees (CTIC), and consistent and regular meetings with our VRS partners.
- ✓ Have partners join the CMJTS Workforce Development Board's Youth Committee to advocate and help focus on services to people with disabilities under the Workforce Innovation and Opportunity Act (WIOA).

CMJTS is also a Ticket to Work service provider that offers Social Security disability beneficiaries (persons who receive SSI or SSDI) more intensive case management, including job coaching, job counseling, training, benefits counseling, and job placement. CMJTS has two staff that completed training to become a Work Incentive Practitioner and are now certified to help youth with disabilities have better wraparound services.

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

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

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

A combination of services may be provided to help the jobseeker (unemployed, underemployed, as well as workers who need to upgrade skills to retain employment) access opportunities and align with the skill needs of industries in the local area: preparing individuals for secondary or post-secondary training options (including work-based learning options), career counseling, and referrals to community resources for support services. Braiding and blending multiple program funds to pay for the services necessary to support a common client is encouraged, promotes a positive outcome, and avoids duplication. This process is referred to as a co-enrollment. Co-enrollments may occur across one or more partner programs, including VRS, Job Service, ABE, TANF, WIOA Adult, Youth, and Dislocated Worker Programs. DEED Job Service delivers vital services to jobseekers and businesses through Job Service. The focus of all services available through Minnesota's statewide network of CareerForce locations helps jobseekers find work and help employers find and retain qualified employees. DEED's

Job Service staff guide jobseekers through all steps of job search and career planning. RESEA participants also receive information and referrals to eligibility-based programs (such as WIOA Dislocated Worker), orientations to CareerForce services, and workshops. Co-enrollments with Title I programs for Public Assistance recipients to access additional education and support services are encouraged by all partner program staff.

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

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

Providing access to supportive services for eligible individuals is an integral part of the existing case management system for all core partners in the local area. Available supportive services, such as access to transportation resources, assistance with childcare expenses, and housing, enable individuals to participate in activities and maintain successful progress. Most core partners' programs also include provisions for clothing or equipment required for a new job and resources for medical needs, relocation, and emergency financial assistance during training and job search.

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

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

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

- Childcare assistance programs are available in all of the 11-county human services agencies. Many program providers have applications available at the local One-Stop to make the application process more convenient.

- Greater Minneapolis Crisis Nursery supports families in crisis on a 24/7/365 basis. These free, voluntary services can assist on a short-term basis.
- The milestonesmn.org website, formerly Child Care Choices, provides the user with dozens of links and resources to connect with local childcare providers.

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

Wagner-Peyser, under the One Stop delivery system, provides universal access to an integrated array of labor exchange services so that workers, job seekers and businesses can find the services they need under one roof in easy-to-find locations.

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

Local Workforce Development Area 5 staff have a strong working relationship. Leaders meet on a regular basis to discuss strategies, challenges, and opportunities to create closer alignment among the services offered across LWDA5. In addition, One Stop Operator meetings are held regularly to discuss operations among workforce system partners.

To avoid duplication of services, Job Service posts a monthly workshop calendar for all job seekers and partners to review in order to refer customers to available and appropriate workshops. All workshops are also entered online through the DEED website: <http://mn.gov/deed/job-seekers/workforce-centers/workshops/>.

Quarterly partner staff meetings are held to discuss CareerForce program and operational practices to ensure program compliance, discuss concerns and/or improvements. Best practices are shared among partners and new ideas generated based on changes in employment practices, unemployment figures and business input.

Wagner-Peyser Activities Include:

- Providing 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>
- Job Service instituted a new program Good Jobs Now contacting UI recipients to provide outreach services and provide career guidance along with referrals to WIOA Dislocated Worker services, VRS and community partners.
- Informing jobseekers about CareerForce services, including eligibility-based employment and training programs including Title 1 Adult programs such as the Dislocated Worker program, Youth programs, Vocational Rehabilitations Services, Adult Basic Education and Career Pathway grant programs.

- Educating jobseekers on how to use MinnesotaWorks.net and CareerForcemn.com, DEED's online job bank, to search for and apply for jobs.
- Offering 1:1 job search advice and assisting with writing effective résumés.
- Providing workshops and training on job-search fundamentals, including up-to-date strategies online and social media strategies, to jobseekers.
- Recommending 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. During the pandemic referrals are made to Job Service staff to provide this follow-up service.
- 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.
- Connecting with local employers to list job opportunities on MinnesotaWorks. Wagner-Peyser staff keep CareerForce partner staff informed of job opportunities in the area.
- Wagner-Peyser staff are typically the point person from CareerForce for job fairs in the area and provide information to all CareerForce staff on events occurring in the local area.

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 CMJTS Workforce Development Board has developed strong community partnerships with Adult Basic Education (ABE) providers throughout the eleven-county area comprising LWDA 5. Employment specialists (ES) have close working relationships with ABE and effectively refer their eligible students for various services. Through individual assessment, the ES may determine that a person seeking career-specific training also needs to build their basic skills, including math, reading, English language, or computer. ABE provides CareerForce students the following Title II Activities to address these needs:

- Assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and economic self-sufficiency;
- Assist adults who are parents or family members to receive the education and skills that are necessary to become full partners in the educational development of their children and lead to sustainable improvements in the economic opportunities for their families;
- Assist adults in attaining a secondary school credential and in the transition to postsecondary education and training, including career pathways; and
- Assist immigrants and other individuals who are English language learners in:

- Improving their reading, writing, speaking, and comprehension skills in English, as well as mathematics skills; and
- Acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

The ABE representative serving on the CMJTS WDB will advocate for partnership and referral with the other CFC partners. And all partners will share ideas and potential activities when they see need based on what ABE can contribute under Title II.

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

The CMJTS LWDB and Vocational Rehabilitation Services collaborate to enhance services to individuals with disabilities, individuals with other barriers to employment, and individuals living in poverty. To the extent possible, services are co-located in CareerForce locations to provide access to a wide variety of services. Each CareerForce provides an orientation to services available to assist jobseekers make an informed decision on choice of service provider. Direct service staff participate in cross-training to ensure they understand the services offered by the various partners, and the eligibility criteria for each program.

Vocational Rehabilitation is 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. Disability Benefits 101, a software program developed using Medicaid Infrastructure grant funding, is available to all partners to assist staff inform jobseekers about the impact earned income will have on federal and state benefits, including public health insurance.

The CMJTS LWDB consults with Vocational Rehabilitation Services as they are developing initiatives such as customized training programs, career pathways initiatives, youth services, and other business services.

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

The CMJTS LWDB follows the federal law regarding disbursement of grant funds. According to this law, the chief elected official in LWDA 5 shall serve as the local grant recipient for, and shall be liable for any misuse of, the grant funds allocated to the local

area. The current Joint Powers Board (JPB) Agreement between the JPB and CMJTS designates CMJTS as the grant recipient and administrative entity for WIOA activities. The JPB Agreement is reviewed every two years.

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

CMJTS is the administrative entity, fiscal agent, and grantee for WIOA Title I activities in LWDA 5. Grants are awarded, and contracts result from a JPB Agreement between the eleven counties within LWDA 5. This agreement is updated every two years. The CMJTS chief executive officer serves as staff to the CMJTS LWDB.

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

The CMJTS LWDB expects local service providers to, at minimum, meet the performance standards negotiated with the governor and CEOs, as they apply to each core program. Performance measures are built into each program work plan and include specific outcome measures as negotiated with LWDA5, DEED, and the DOL ETA (Chicago) and approved by the CEO and Governor. Historically, LWDA 5 has met or exceeded all WIOA performance standards.

The CEOs and Local Workforce Development Board (LWDB) and its committees, review WIOA performance measures for the Title 1-B providers in adult, dislocated worker, and youth programs monthly and One-Stop Partners quarterly or bi-monthly. All other program performance measures are also reviewed during board/committee meetings, including MFIP/DWP/SNAP, etc.

As required by WIOA, a more collaborative and robust service delivery system was implemented, including common performance measures for core partners. The One-Stop Operator regularly monitors performance during regularly scheduled meetings. The CMJTS LWDB will work with partners to ensure that all parties fully understand these performance measures and a plan to monitor the achievement of these standards.

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

The CMJTS LWDB follows the guidance provided in the Governor's Workforce Development Board (GWDB) orientation materials for state and local boards. Included in this work are the key elements (factors) for strategic, high-performing boards.

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

- **Innovative Strategies:** Local boards will have a tremendous opportunity to create innovative strategies to focus on employer engagement, strengthening of core programs, dissemination of best practices, and promoting effective use of technology to enhance service delivery.
- **Standing Committees:** Boards are encouraged to establish and maintain standing committees such as the Youth Council, services to individuals with disabilities, and a committee to address One-Stop partner service issues.
- **Career Pathways and Industry and Sector Partnerships:** Boards will have greater influence on secondary education reform initiatives where Career Pathways are emerging and in leveraging business and industry groups to establish sector partnerships.
- **Local Labor Market Analysis:** Boards will have the opportunity to complete a comprehensive analysis of the workforce in the region, including current labor market employment data, information on labor market trends, and educational and skill levels of the workforce in the region, including individuals with barriers to employment.
- **Diversity, Equity, and Inclusion:** In addition, the LWDB adopted MAWBs and the GWDBs diversity, equity, and inclusion plan focused on BIPOC, individuals with disabilities, immigrants, and diverse populations. Ensuring that local businesses will recruit, develop, and retain a high performing workforce, while recognizing and encouraging the value of diversity while cultivating a healthy, safe, and productive work environment for all employees and meeting the changing needs of our workforce in LWDA5.

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

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

The Title I training services provider uses a "Funding Coordination Agreement" form or an individual training account to coordinate funding. In place of this document, staff will obtain copies of the most recent financial aid award letter and school cost of living calculator for all students. The use of this information ensures that WIOA funds are not duplicating other available funding sources.

To demonstrate consumer choice concerning the training vendor utilized, The CMJTS LWDB, through the Title I One-Stop provider, will make available through the Career and Education Explorer DEED data tool:

- A list of training providers who have met the Educational Training Provider List (ETPL) program requirements.

- A description of the programs through which the provider may offer training services.
- Performance information, including cost, placement, success rate, and potential wage information relating to the eligible provider training programs.

The Career and Education Explorer (ETPL) is reviewed for compliance with all WIOA Title I (Adult, Dislocated Worker, and Youth) program-funded training. If a training provider is not on the ETPL, WIOA training funds will not be used to pay for training costs.

A variety of additional resources are provided to the jobseeker, demonstrating career pathway labor market information. These resources may include the CAREERwise Education website, administered by the Minnesota State Colleges and Universities System, DEED web resources, and the licensed, registered, or otherwise exempt training provider list made available by the Minnesota Office of Higher Education (MOHE).

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.

Developing the local plan in LWDA 5 is a collaborative effort where partners are encouraged to offer feedback and program-related perspectives. This process promotes buy-in and more involvement in implantation. When all partners have a voice in the process and a collaborative effort, partners are willing to take responsibility for service delivery together in LWDA 5. Input is sought through a variety of communication methods regarding individual program processes, procedures, and service delivery and then brought ultimately to the local plan.

A final draft of the local plan gets sent electronically to partners, the local board's Workforce Development Committee, the Local Workforce Development Board, and CEOs for comment.

The final draft of the local plan gets posted on the CMJTS website and available for viewing and public comment for 30 days, building an opportunity for stakeholder participation.

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.

One-Stop partners operating eligibility-based programs use WF1 for case management. Specifically, it is used for notation, activity and goal tracking, credential documentation, and follow-up. WF1 promotes collaboration and co-enrollment by allowing One-Stop partners to see program information related to shared participants when the appropriate releases and permissions are in place.

All one-stop partners have transitioned to the utilization of email, texting, and social media for enhanced communication with customers.

With the onset of the COVID pandemic and transition to remote services, one-stop partners have transitioned to delivering and completing applications and screening tools through technology.

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?

Employers are hard at work maintaining employee safety, engagement, and productivity during the COVID-19 pandemic. Doing so has never been more critical—or more challenging. The needs of employers have changed quickly in response to the crisis. Specific industries are impacted even before the pandemic, and then after COVID-19, it got worse, healthcare, retail, and hospitality. On the contrary, some manufacturers have seen an increased demand for their products and services, especially healthcare and safety-focused companies. In contrast, others have seen a decrease in orders and are experiencing supply chain issues that impact their production and delivery dates.

There are simply fewer people in rural areas, which translates to fewer jobseekers available to fill current openings. And in many LWDA 5 counties, workers leave the county and commute to employment elsewhere. They are leaving small retailers and entry-level job openings struggling to attract and retain workers. Available jobseekers are worried about contracting the Coronavirus, or they need to stay home to care for young children. Also, changing job requirements has created a hiring gap due to a mismatch of open jobs to the skill sets workers possess to fill open positions. Employers cannot find workers with the automation and technology skills needed to fill openings. The transportation industry continues to have hiring issues, too, e.g., CDL, bus drivers, delivery workers are difficult to find. Grocery delivery and Instacart shopping grew to higher than holiday sales levels during COVID-19, the worker demand is not filled fast enough.

LWDA 5 observed challenges for young people right now with the entertainment and foodservice industries closed or open at decreased capacity. The typical jobs are youth gravitate towards is not hiring. The pandemic also takes a toll on women who are more likely to work in some of the most negatively impacted industries and occupations. Women stay home to care for the household when COVID restrictions impact childcare availability, hybrid and distance learning, and increased housework. According to MPR News, “In September, an eye-popping 865,000 women left the U.S. workforce — four times more than men.” (Gogoi, October 28, 2020). Low-skilled, low-income populations see negative impacts of the pandemic, too, with job losses most severe in low-wage occupational groups.

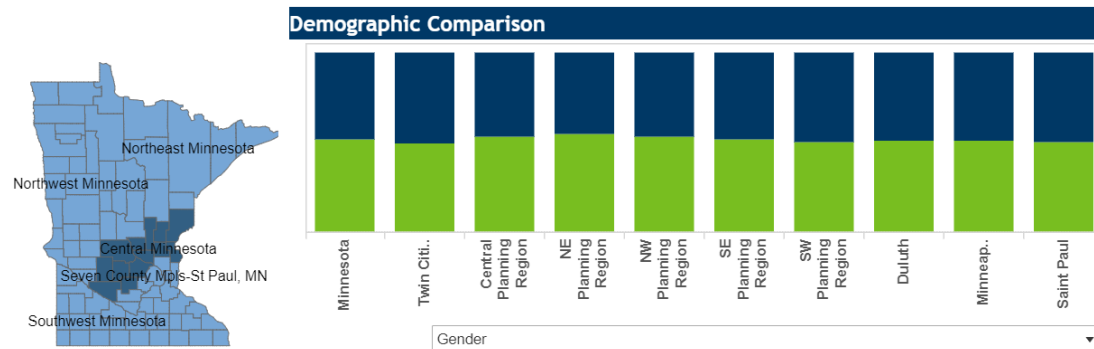
Data provided by DEED’s Regional Analysis & Outreach Unit below are 6-month moving averages based on data from July through December 2020.

The official unemployment measure, called U-3, is the share of those aged 16 and over who, at the time of the monthly survey, were not employed in the past week and who looked for work sometime in the past four weeks. In December, the U-3 stood at 5.3%, compared to 6.0% in November and 2.8% one year ago (November 2019).

**Table 5. Unemployment rate by race or ethnicity in Minnesota, December 2020
6-month moving averages**

Month/Year	Total	Black	Hispanic	White
Dec-20	5.3	5.5	6.0	5.2
Nov-20	6.0	11.1	7.7	5.6
Dec-19	2.8	4.3	5.4	2.7
<i>Monthly change</i>	<i>-0.7</i>	<i>-5.6</i>	<i>-1.7</i>	<i>-0.3</i>
<i>Annual change</i>	<i>2.5</i>	<i>1.3</i>	<i>0.6</i>	<i>2.6</i>

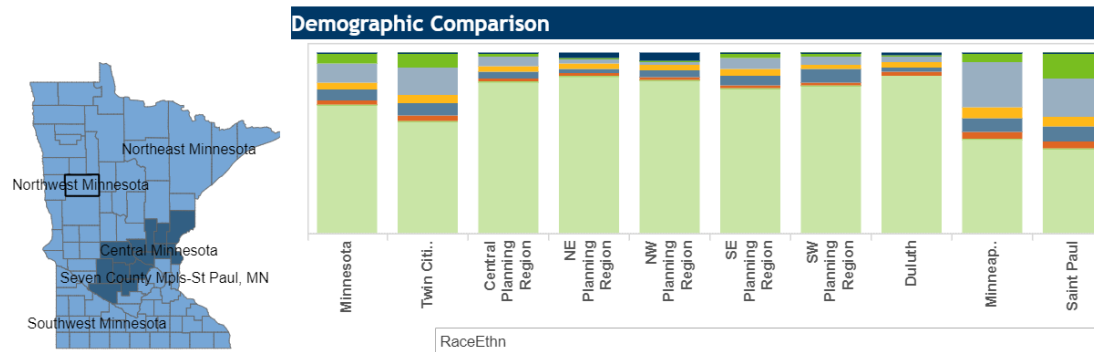
From a local perspective the Unemployment Insurance Statistics Data Tool provides demographic statistics on people filing initial and continued claims for Unemployment Insurance benefits in LWDA 5.



Demographics in Central Planning Region

	2020-03-21	2020-03-28	2020-04-04	2020-04-11	2020-04-18
Gender					
Male	4,475	6,191	6,728	5,138	4,478
Female	9,383	7,330	6,789	5,727	5,082
All	13,858	13,522	13,517	10,865	9,560

BIPOC UI Applicants (snapshot in UI applicants 3/21/20 to 4/18/20):



Demographics in Central Planning Region

	2020-03-21	2020-03-28	2020-04-04	2020-04-11	2020-04-18

RaceEthn						
Non-Hispanic White		12,465	11,904	11,670	9,211	7,771
Native Hawaiian or Pacific Islander		11	19	10		10
More than one race		247	189	185	161	154
Hispanic		347	416	409	337	310
Choose not to answer		364	356	433	311	281
Black		182	346	468	483	631
Asian		159	216	276	212	201
American Indian Alaska Native		83	76	66	141	202
All		13,858	13,522	13,517	10,865	9,560

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.

We are facing a national public health and economic emergency of unprecedented proportions. COVID-19 has impacted recruitment efforts for all programs and services to both jobseekers and businesses. To ensure a safe and healthy workplace for our staff and customers, LWDA 5 developed a COVID-19 Preparedness Plan in response to the coronavirus pandemic. Safety procedures implemented have affected jobseekers looking for assistance; they cannot freely walk into the CareerForce locations. In-person recruitment efforts are also impacted. Staff cannot go out in person to most community agencies or local businesses and make presentations to recruit potential program participants. LWDA 5 has responded to this crisis by adjusted our service delivery to a mostly virtual and curbside assistance format. We can accommodate individuals who prefer an in-person engagement by scheduling “appointment-only” sessions for program-enrolled customers and universal customers seeking to access the Career Lab for their job search needs.

The pandemic, the Peacetime Emergency, and the Governor’s Executive Orders have also influenced the job search activities of populations most affected by the pandemic. Jobseekers are worried about contracting COVID-19 and opt to stay at home. Many of our potential customers are families who need to care for their children during periods of hybrid and distance learning. Or the childcare they relied on in the past is no longer available to them. Furthermore, job losses due to the pandemic have been most severe in low-wage occupational groups, negatively impacted our most-in-need populations who seek out entry-level positions.

As a result of the pandemic, LWDA 5 staff have become increasingly creative about engaging with businesses and their potential employees in an era of social distancing. LWDA 5 developed and implemented several innovative approaches to outreach, including:

- Connecting businesses with schools, and their students, virtually for career exploration and knowledge sharing regarding local career options.
- CMJTS participated in the GPS 45:93 workforce committee and helped plan the annual Innovative Approaches to Career Readiness virtual conference.

- The LWDA 5 Business Services Coordinators host monthly HR groups that moved to virtual Lunch-and-Learn to provide COVID resources, including local Economic Development Area and Small Business Association (SBA) resources.
- “Work Wright” is an informative and engaging workforce services and career solutions weekly, live radio broadcast show streamed online. “Work Wright” serves to promote jobs, careers, and advancement opportunities in and around Wright County, located in Workforce Development Area 5. Employers benefit from a non-traditional outreach method that directly connects them to their desired labor market. Companies increase their visibility and public relations in the community.
- Drive-thru career fairs: a way for CareerForce Monticello to respond to the COVID-19 pandemic and safely reach jobseekers for all parties involved. Participants could drive up and receive a bag filled with career information from companies immediately hiring.
- Creation and facilitation of a professional developing and networking group for regional jobseekers via Zoom. Stark, a WDB member, partners with group facilitators and subject matter experts regarding finances during career transition, advanced LinkedIn strategies, and self-branding and promotion.
- Central Minnesota Manufacturers Association (CMMA) exists for the primary purpose of contributing to the growth and success of manufacturers. CMJTS and DEED staff (Zipoy and Ludwig) serve on the CMMA board of directors and CMJTS chairs the CMMA workforce development committee. CMMA has strategically provided virtual based COVID related training and information of various types to members through interactive online sessions.

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.

There are steps the CMJTS LWDB will take to address our population's economic difficulties and, most importantly, to help ensure the people hardest hit by the pandemic, our BIPOC communities, have access to the resources available through CareerForce. The local workforce system faces some difficult challenges in addressing inequities to employment and education for targeted populations. Strategies will include targeted outreach and engagement, increased staff knowledge, and specific program development for those populations experiencing disparities, disabilities, offenders, new Americans, older workers, and veterans. Strategies include:

- DEED offers frequent diversity and inclusion sessions for all managers and staff.
- Leadership and all staff have received training on implicit biases and inclusive behaviors and communication.
- DEED has a Diversity and Inclusion committee, and one of our Monticello VRS Counselors sits on the committee.
- All CareerForce partners actively seek out diverse communities in recruitment for job vacancies.
- LWDA 5 completes an annual affirmative action plan and meet the requested annual reports back to this plan.

- Annually the local board submits a letter from the CEO reaffirming our commitment to affirmative action.
- Accessing ATLAS (the professional development provider for the State ABE system), it has many professional development courses and activities for ABE professionals to learn about racial equity, implicit bias, and serving learners from diverse backgrounds.

In addition to these strategies, DEED also has Objectives and Key Results (OKR) that must be adhered to. One of the OKRs for 2021 is Equity.

EQUITY: Radically increase DEED's economic impact for individuals and businesses that face systematic barriers to growth.

With each OKR indicator, division goals are established. The goals for CareerForce are:

- Increase by 8% the percentage of CareerForce program participants from underrepresented populations who access services.
- Increase by 50% the rate of CareerForce employees hired who are bilingual in the languages spoken by our customers.

Our ABE partners will design training programs intended to deepen teachers' understanding of their own frames of reference, the potential bias in these frames, and their impact on expectations for and relationships with students, students' families, and the school communities, consistent with part 8710.2000, subpart 4, and Minnesota Statutes, section 120B.30, subdivision 1, paragraph (q).

Evaluating our data-collection process, providing training and resources to educate staff, setting and achieving racial equity goals, partnering with employers who support inclusive hiring practices, and adopting an inclusive approach to policy development and outreach efforts, will ensure racial equity in LWDA 5.

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?

In the event of a large dislocation, LWDA 5 follows the policies set forth by DEED, which places the responsibility for large layoffs (50 or more workers impacted) on the State Rapid Response Team (SRRT). When the State determines a project is appropriate for providing Dislocated Worker services, LWDA 5 abides by the state policy's competitive process and applies for competition. CMJTS staff maintain close contact with the state Rapid Response team to assist as needed and communicate any time CMJTS staff are aware of a layoff event, regardless of the size. CMJTS Adult Program Manager is responsible for ensuring that staff is familiar with and knowledgeable of DEED policies and procedures for Rapid Response events.

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

When information regarding a possible dislocation event gets shared with any LWDA 5 staff member, that information is communicated to the DEED Rapid Response team by the CMJTS Adult Program Manager. All known employer data is provided, including contact information, potential closure date, and the number of workers impacted. The Rapid Response Team Liaison then contacts the employer and follows up with the CMJTS Adult Program Manager to share the next steps.

- 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.

LWDA 5 has a long history of good communication with the State Rapid Response Team. When informed of a potential layoff or closure, Rapid Response is very quick to respond to the employer and assign a team liaison for the local area. For all small layoffs affecting less than 50 workers, Rapid Response typically schedules a resource meeting with the impacted workers. The Rapid Response liaison coordinates the event with the CMJTS Adult Program Manager to ensure local dislocated worker employment specialists can be present to share CMJTS marketing materials and program services available.

- 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?

Once an LWDA 5 staff member receives public information regarding a possible dislocation event, they first review the TAA Cases database to ensure a petition number is not already assigned. Once it is verified no petition currently exists, the CMJTS Adult Program Manager will communicate to State Rapid Response Team (SRRT). During that communication, the potential of TAA certification is determined. If found to be an eligible petition, SRRT or the LWDA 5 liaison will communicate with the DEED Trade Adjustment Act (TAA) manager.

- 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?

TAA customers must be co-enrolled in the Dislocated Worker (DW) Program to receive services. Employment specialists (ES) coordinate with and communicate about the TAA client, as needed, with the assigned TAA specialist. The TAA and WIOA program managers also work together and ensure that dislocated worker employment specialists are kept up to date on TAA-related policies and procedures through technical assistance training scheduled annually. ES are encouraged to attend training sessions regarding TAA/TRA via recent virtual training sessions offered.

ES follows the case management model that has been created and developed by State TAA staff; the model clearly defines the roles and responsibilities of each party including the TAA customer, DW ES, and TAA specialist - to ensure that services are delivered and recorded in sequential fashion whether the customer is in training or work search.

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

Yes _____

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

Yes _____

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

Support Services are available to participants enrolled in program services and typically provided to individuals who indicate a financial need when completing an annual budget analysis. Most program policies require participants to comply with program expectations and work toward the goals outlined in their employment plan (IEP/ISS) before receiving support services.

Staff justifies support service expenditures before authorizing them, and documentation is provided to verify payments requested. Support services are entered in WF1 and also tracked by the employment specialist in field files.

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

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

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?

The vast majority of individuals enrolled in the WIOA Adult program should meet the criteria for Priority of Service (POS) categories 1, 2, 3, and 4.

- 1st Priority of Service (POS): Veterans and eligible spouses (covered persons) who are: low-income, or recipients of public assistance, or basic skills deficient.
- 2nd POS: Individuals who are not Veterans and eligible spouses (non-covered persons) who are: low-income, or recipients of public assistance, or basic skills deficient.
- 3rd POS: Veterans and eligible spouses who are: not low-income, or not recipients of public assistance, and not basic skills deficient.
- 4th POS: Priority populations established by the Governor or local Workforce Development Boards (WDBs). CMJTS defines Populations Experiencing Inequities in LWDA 5 include those in the following social identity categories: veterans and eligible spouses, individuals with a criminal history, women, LGBTQ, persons of color, immigrants, older workers, individuals with disabilities, youth, and high-need adults.
- 5th POS: All other eligible individuals who do not meet any of the POS categories.

CMJTS implemented a program policy in PY20 increasing the previous priority of service rate from 60% to 75% of individuals enrolled in the WIOA Adult program will meet the criteria for Priority of Service Categories 1 or 2. The staff is informed, and policy documents have been updated to reflect the change.

WIOA AD employment specialists collaborate as a team and share best practices and outreach activities that have successfully recruited low-income individuals. Activities include:

- Calling regional colleges to connect with recruitment and program advisor staff for student referrals.
- Contacting the community action program agencies in our area.
- Connecting with county financial workers to identify public assistance recipients, including MFIP, SNAP, and Medical assistance.

WIOA AD program staff also reach out to other agencies serving low-income individuals, e.g., local homelessness resource centers, local food shelves, MFIP employment specialists, and mental health services providers, to identify individuals who could benefit from assistance under WIOA AD.

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 come to the CareerForce Center if they ever served in the US Military. If the answer is yes, we ask them to complete the [Veterans Questionnaire](#). Non-JVSG (Jobs for Veterans State Grant) 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

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

Signage in the CareerForce Center 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. Local Veteran Employment Representatives (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?

NA

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

The Minnesota [Veterans Questionnaire](#), a U.S. DOL-approved standard process, is used to identify Veterans with a significant barrier to employment (SBE). The questionnaire identifies DOL designated SBE’s per Veterans’ Program Letter (VPL) [No. 03-14, 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?

The CareerForce Center 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 Disabled Veterans’ Outreach Program (DVOP) specialist is not available.

The CareerForce Center has assigned staff to provide services (including intensive services) to SBE Veterans in the absence of a DVOP. The CareerForce Center staff are encouraged to attend training on serving Veterans via the National Veterans Training Institute (NVTI) also LVER staff can provide training to staff on POS and veterans services. The CareerForce Center staff can enroll in NVTI training by contacting Ray Douha, Director of Veterans Employment Program.

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, participates in CareerForce Centers work teams, collaborates with CareerForce Center partners on various events, and provides training to partner staff and management on the JVSG program.

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

Yes x

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

CareerForce Center reception and career lab staff provide jobseekers with information educating users on using MinnesotaWorks.net and CareerForceMN.com as resources to search for and apply for jobs. This information offers complete registration instructions for customers to register with Minnesotaworks.net. Staff who assist customers in the career lab in person may inform jobseekers about Minnesotaworks.net and provide individual assistance to help them become registered and enter their résumés viewable to employers. For jobseekers participating in the MFIP and Title I Adult and Dislocated Worker programs, program staff requires participants to register and enter a viewable résumé on Minnesotaworks.net as part of their employment plan. In addition to MinnesotaWorks.net registration, work-ready jobseekers are encouraged to attend virtual CareerForce workshops.

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

Yes 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.

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

1. Private Industry members are recommended by county commissioners in LWDA 5's 11-county region, based on the JPB Agreement and CMJTS Bylaws' policies. County commissioners select Private Industry membership based on the CMJTS LWDB's identified sector strategies for the regions in compliance with WIOA Law, sec. 107(b)(2): The board's composition shall include the representation of businesses in local areas appointed from among individuals nominated by local business organizations and business trade associations. The CMJTS LWDB Executive Committee reviews selected Private Industry candidates against a rigorous

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

2. Organized Labor members are referred to the CMJTS JPB for approval by local labor unions. When an opening occurs on the CMJTS LWDB, a letter is sent to over 100 local labor unions to submit the name(s) of individuals with the qualifications the board is seeking. Policy dictates that the two organized labor union members must not be from the same labor union. The head of the labor unions must submit candidates within 30 days of the letter. The CMJTS LWDB Executive Committee reviews selected candidates against a rigorous qualification checklist (interviews are scheduled with this group), then sent to the entire board for a motion to refer to the CMJTS JPB for final approval.
3. Other identified CMJTS LWDB membership use the following strategies:
 - a. Education
 - i. Letters are sent to regional ABE consortiums to select an ABE manager for membership to the CMJTS LWDB, who will then be the spokesperson for all consortiums in the region.
 - ii. Letters are sent to Minnesota State Colleges and Universities partners, including community and technical colleges in the region, requesting candidates who are college presidents or vice presidents. If none apply, letters are sent to school districts in search of a school superintendent.
 - b. Community-Based Organizations, Public Employment (Job Service), Economic Development, Public Assistance, Rehabilitation Service
 - i. Letters are sent to the above entities requesting qualified candidates for board membership. In most cases, letters of recommendation for candidates are submitted to the CMJTS LWDB for review and follow the same procedure outlined in 3(a)(i) and 3(a)(ii). The CMJTS LWDB reviews selected candidates Executive Committee against a rigorous qualifications checklist (interviews are scheduled with this group), then sent to the entire board for a motion to refer to the CMJTS JPB for final approval.
4. Joint Powers Board: Three members of the CMJTS JPB are elected as its officers (the chair, vice-chair, and secretary)—one from each of the regions of 7W, 7E, and 6W. Under the JPB Agreement, the elected officers serve both as an officer to the CMJTS JPB and as a member of the CMJTS LWDB.

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

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

Yes No

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

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

Local Workforce Development Area 5

Local Area Board Name

Central Minnesota Workforce Development Board

Name and Contact Information for the Local Area Board Chair:

Name	Loren Nelson
Title	President
Organization	Aurelius Manufacturing Company, Inc.
Address 1	220 SW 8th St.
Address 2	PO Box 508
City, State, ZIP Code	Braham, MN 55006
Phone	320-396-3343
E-mail	loren.c.nelson@aurelius-mfg.com

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

Name	Richard Greene
Title	Chisago County Commissioner
Organization	Chisago County
Address 1	313 N. Main St.
Address 2	
City, State, ZIP Code	Center City, MN 55012
Phone	651-213-8832
E-mail	richard.greene@chisagocounty.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 Loren Nelson

Name Rick Greene

Title Local Area Board Chair

Title Chisago County Commissioner

Signature

Signature

Date

Date

REGIONAL OVERSIGHT COMMITTEE**Regional Workforce Development Area**

Region 3 Leadership & Planning Board (R3LPB)

Local Workforce Development Area

5 – CMJTS WDB and 17 – Career Solutions WDB

MEMBER	ORGANZIATION
Commissioner Rick Greene, R3LPB Chair	CMJTS Joint Powers Board, Chair
Commissioner Steve Heinen, R3LPB Vice Chair	Career Solutions Joint Powers Board, Chair
Teresa Bohnen	Career Solutions Workforce Development Board, Chair
Commissioner Lisa Fobbe	CMJTS Joint Powers Board, Vice Chair
Kelly Hanson	Career Solutions Workforce Development Board, Vice Chair
Commissioner Jeff Mergen	Career Solutions Joint Powers Board, Vice Chair
Loren Nelson	CMJTS Workforce Development Board, Chair
Brian O'Donnell	CMJTS Workforce Development Board, Vice Chair
Tammy Biery	Career Solutions, Executive Director
Barbara Chaffee	CMJTS Chief Executive Director

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Jason Wadell	651.452.0714	jason.wadell@state.mn.us	Marc Majors
Equal Opportunity Officer	Kristin Yeager	763.271.3760	kyeager@cmjts.org	Barbara Chaffee
Program Complaint Officer	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Loren Nelson
Records Management/Records Retention Coordinator	Kristin Yeager Victoria Hosch	763.271.3760	kyeager@cmjts.org vhosch@cmjts.org	Barbara Chaffee Barbara Chaffee
ADA Coordinator	Lori Thorpe	651.274.8880	Lori.Thorpe@state.mn.us	Jeri Werner
Data Practices Coordinator				
English as Second Language (ESL) Coordinator	Jill Dechaine	763-272-2040 612-719-4513	jill.dechaine@monticello.k12.mn.us	Jeremiah Mack

CareerForce Center in Cambridge

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Diana Ristamaki	320.364.0321	dristamaki@cmjts.org	Barbara Chaffee
Job Service Manager	Joan Berning	651.492.1517	joan.berning@state.mn.us	Mike Lang
Vocational Rehabilitation Services Manager	Joy Beise	763.279.4460	joy.a.beise@state.mn.us	
State Services for the Blind Manager				
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Loren Nelson

Adult Basic Education (ABE)	Caroline Nerhus	763.689.6228	cnarhus@c-ischools.org	Adam Holm
Carl Perkins Post-Secondary Manager	Shannon Kirkeide	763.433.1897	shannon.kirkeide@anokaramsey.edu	Kent Hanson
Adult	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Youth	Diana Ristamaki	320.364.0321	dristamaki@cmjts.org	Barbara Chaffee

CareerForce Center in Hutchinson

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Leslie Wojtowicz	763.271.3757	lwojtowicz@cmjts.org	Barbara Chaffee
Job Service Manager	Joan Berning	651.492.1517	joan.berning@state.mn.us	Mike Lang
Vocational Rehabilitation Services Manager	Mimi Schafer	612.437.2718	mimi.schafer@state.mn.us	Jay Hancock
State Services for the Blind Manager	Lindsey Hanson	P: 651.539.2340 C: 651.295.0649	lindsey.hanson@state.mn.us	Jon Benson or Natasha Jerde
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Loren Nelson
Adult Basic Education (ABE)	Ann Trochlil	320-231-8492 x6334	trochlila@willmar.k12.mn.us	Scott Wallner
Carl Perkins Post-Secondary Manager	Matthew Feuerborn	320.234.8509	Matthew.Feuerborn@ridgewater.edu	
Adult	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Youth	Diana Ristamaki	320.364.0321	dristamaki@cmjts.org	Barbara Chaffee

CareerForce Center in Monticello

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Dina Wuornos
Job Service Manager	Joan Berning	651.492.1517	joan.berning@state.mn.us	Mike Lang
Vocational Rehabilitation Services Manager	Lori Thorpe	651.274.8880	Lori.Thorpe@state.mn.us	Jeri Werner
State Services for the Blind Manager				
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Loren Nelson
Adult Basic Education (ABE)	Jill Dechaine	763.272.2040 612.719.4513	jill.dechaine@monticello.k12.mn.us	Jeremiah Mack
Carl Perkins Post-Secondary Manager	NA			
Adult	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Youth	Diana Ristamaki	320.364.0321	dristamaki@cmjts.org	Barbara Chaffee

CareerForce Center in Willmar

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Joan Berning	651.492.1517	joan.berning@state.mn.us	Mike Lang
Job Service Manager	Joan Berning	651.492.1517	joan.berning@state.mn.us	Mike Lang
Vocational Rehabilitation Services Manager	Mimi Schafer	612.437.2718	mimi.schafer@state.mn.us	Jay Hancock

State Services for the Blind Manager	Lindsey Hanson	P: 651.539.2340 C: 651.295.0649	lindsey.hanson@state.mn.us	Jon Benson or Natasha Jerde
Local Workforce Development Area Director	Barbara Chaffee	763.271.3711	bchaffee@cmjts.org	Loren Nelson
Adult Basic Education (ABE)	Ann Trochlil	320-231-8492 x6334	trochlila@willmar.k12.mn.us	Scott Wallner
Carl Perkins Post-Secondary Manager	Matthew Feuerborn	320.234.8509	Matthew.Feuerborn@ridgewater.edu	
Adult	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Dislocated Worker	Dina Wuornos	612.325.1652	dwuornos@cmjts.org	Barbara Chaffee
Youth	Diana Ristamaki	320.364.0321	dristamaki@cmjts.org	Barbara Chaffee

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

3 – Region 3 Leadership & Planning Board

Local Workforce Development Area

5 – CMJTS Workforce Development Board

MEMBER	POSITION/ORGANZIATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA Craig Beaulieu 777 Grand Ave. Onamia, MN 56359 cbeaulieu@grcasinos.com 320-532-8234	Talent Candidate Attraction Specialist Grand Casino	6/30/22
Becky Lourey, LWDB Secretary 7564 Birch St. Bruno, MN 55712 blourey@nemadjiresearch.com 320-838-3838	Owner/COO Nemadji Research Corporation	6/30/22
Heather Lund, LWDB Treasurer 2807 W. County Road 75 Monticello, MN 55362 heather.n.lund@xcelenergy.com 763-271-5196	Sr. HR Generalist Xcel Energy	6/30/22
Harlan Madsen 15263 120 th Ave. SE Lake Lillian, MN 56253 hmadsen2000@yahoo.com 320-894-9051	Owner Farmer/Agriculture	6/30/23
Loren Nelson, LWDB Chair 220 SW 8 th St., PO Box 508 Braham, MN 55006 loren.c.nelson@aurelius-mfg.com 320-396-3343	President Aurelius Manufacturing Company, Inc.	6/30/22
Mark Netzinger 139 Main St.	Owner Physical Therapy Consultants, Inc.	6/30/22

Bethel, MN 55005 marknetz@mac.com 763-269-8069		
Brian O'Donnell, LWDB Vice Chair 806 10 th St. E, Suite 101 Glencoe, MN 55336 parker1@hutchtel.net 320-864-4877	Owner/Broker Priority One Metro West Realty	6/30/23
Robert Stark 1 First Ave. S Buffalo, MN 55313 rob.stark@edwardjones.com 763-682-1671	Financial Advisor Edward Jones	6/30/23
Lori Vrolson 250 Riverside Ave. N, Suite 300 Sartell, MN 56377 lori@cmcoa.org 320-253-9349	Executive Director	6/30/23
LABOR & COMMUNITY-BASED ORGANIZATIONS		
Derrick Atkins 13100 Frankfort Parkway St. Michael, MN 55376 datkins@mplsjatc.org 763-307-8580	Training Director Mpls. Electrical JATC	6/30/23
Jamie Goodrum Schwartz 1004 Commercial Dr. Buffalo, MN 55313 jami.goodrumschwartz@co.wright.mn.us 763-682-7411	Health & Human Services Director Wright County	6/30/21
EDUCATION & TRAINING		
Bob Dockendorf 501 Minnesota Ave. Big Lake, MN 55309 b.dockendorf@biglakeschools.org 763-262-2547	High School Principal Big Lake High School	6/30/23
Dr. Craig Johnson 2101 15 th Ave. NW Willmar, MN 56201 craig.johnson@ridgewater.edu 320-222-5202	President Ridgewater College	6/30/23

Caroline Nerhus 625 Main St. N Cambridge, MN 55008 cnerhus@c-ischools.org 612-598-3506	Adult Basic Education Coordinator Central MN Adult Basic Education	6/30/23
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GOVERNMENT Joan Berning 2200 23 rd St NE, Suite 2040 Willmar, MN 56201 joan.berning@state.mn.us 320-441-6572	Field Operations Regional Manager Minnesota DEED Willmar and Hutchinson	6/30/23
Rod Pederson 1801 Hwy. 25 N, PO Box 336 Buffalo, MN 55313 rpederson@functionalindustries.com 763-233-5161	President/CEO Functional Industries, Inc.	6/30/22
Robert Voss 100 S. Park St. Mora, MN 55051 Robert.voss@ecrdc.org 320-69-4065 ext. 22	Executive Director East Central Regional Commission	6/30/22
Commissioner Richard Greene, JPB Chair 313 N. Main St. Center City, MN 55012 richard.greene@chisagocounty.us 651-213-8832	Local Elected Official Chisago County	
Commissioner Lisa Fobbe 13880 Hwy. 10 Elk River, MN 55330 lisa.fobbe@c.sherburne.mn.us 763-360-4724	Local Elected Official Sherburne County	
Commissioner Mike Warring, JPB Secretary 555 18 th Ave. SW Cambridge, MN 55008 cambbowl@ecenet.com 763-689-2696	Local Elected Official Isanti County	

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Loren Nelson	220 SW 8 th St., PO Box 508, Braham, MN 55006 loren.c.nelson@aurelius-mfg.com , 320-396-3343
VICE CHAIR Brian O'Donnell	806 10 th St. E, Suite 101, Glencoe, MN 55336 parker1@hutchtel.net , 320-864-4877
TREASURER Heather Lund	2807 W County Road 75 Monticello, MN 55362
SECRETARY Becky Lourey	7564 Birch St., Bruno, MN 55712 blourey@nemadjiresearch.com , 320-838-3838

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area

3 – Region 3 Leadership & Planning Board

Local Workforce Development Area

5 – CMJTS Workforce Development Board

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

Attachment F

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

Regional Workforce Development Area

Region 3

Local Workforce Development Area

Workforce Development Area 5

Name and Location (City)	Program Service Delivered
CMJTS Elk River 13880 Business Center Dr. NW, Elk River, MN 55330	Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program
CMJTS Forest Lake 19955 Forest Rd. North, Forest Lake, MN 55025	WIOA Adult and Dislocated Worker Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS Litchfield 114 N. Holcombe Ave., Suite 170, Litchfield, MN 55355	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS Milaca 1008 5th Street SE, Milaca, MN 56353	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS Mora 903 East Forest Ave., Mora, MN 55051	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS North Branch 6241 Main Street, Suite 102, North Branch, MN 55056	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition

Attachment F

	Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS Olivia 105 South 5th Street, Suite 203H, Olivia, MN 56277	Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program
CMJTS Pine City 315 Main St. South, Pine City, MN 55063	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity
CMJTS 501 Main Street North Ste 4, P.O. Box 173 Sandstone, MN 55072	Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program
CMJTS Willmar Ridgewater College Student Services Building, 2101 15th Avenue NW, A123/A124, Willmar, MN 56201	WIOA Adult, Dislocated Worker, and Youth Programs, State Dislocated Worker Program, Trade Adjustment Assistance, Minnesota Youth Program, Pre-Employment Transition Services, Minnesota Family Investment Program, Diversionary Work Program, Supplemental Nutrition Assistance Program, Women on the Move Project, Pathways to Prosperity

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.

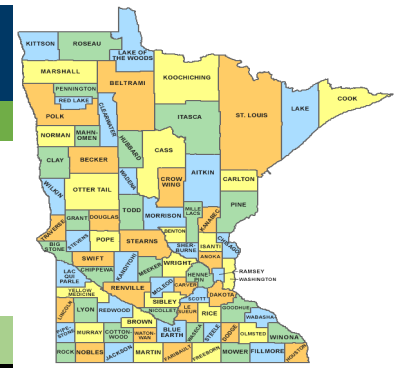
The 11 counties of LWDA 5 provided Minnesota with 173,290 jobs in 2019, with substantial employment in healthcare and social assistance (17.6% of employment), manufacturing (15.2% of employment) and retail trade (13.3% of employment). These three largest industries in the region also have a higher concentration of overall employment than what is found statewide.

Using location quotients (LQ), key industries that are a distinguishing feature of the regional economy are identified. The highest relative concentration of jobs is found in the utility industry with a LQ of 2.8, meaning the employment density is 2.8 times higher than the state. Other distinguishing industries are agriculture (2.6), construction (1.5), manufacturing (1.4), and retail trade (1.3). With the exception of agriculture and retail trade, the distinguishing industries also have significantly higher average annual wages, including the highest paying industry in the region (utilities) with an average annual wage in 2019 of \$108,539. Over the past five years employment growth was fastest in the management of companies and professional and technical services industry with over 33% growth each, while construction easily added the most jobs through that period (+2,397 jobs).

See attached WDB Profile for Central.

WDB 5 - Central

WDB 5 - Central is a part of Economic Development Central Minnesota, which is located in the Central Planning Region.



POPULATION CHARACTERISTICS

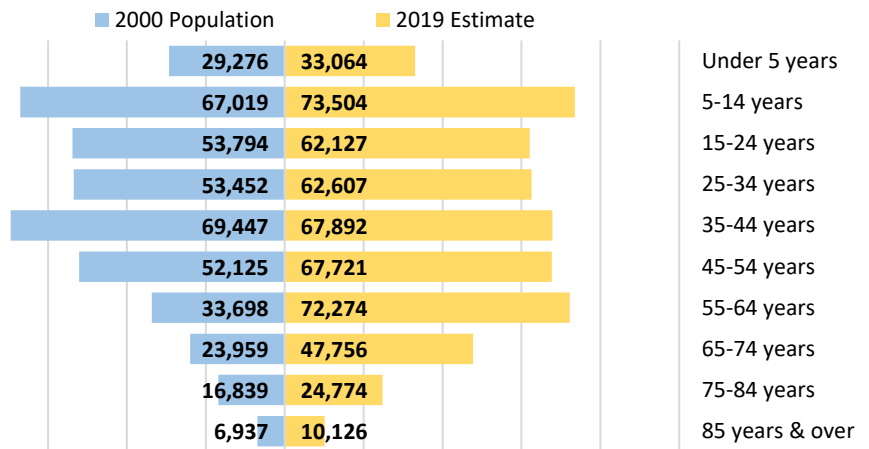
WDB 5 - Central's population has increased so far this decade, ranking as the 10th fastest growing of the 16 Workforce Service Areas in the state from 2010 to 2019. It is now the 2nd largest in the state. WDB 5 - Central's population has an older median age than the state and a larger percentage of people aged 65 years and older. The population is aging, especially as the Baby Boom generation moves through the population pyramid (see Figure 1).

Current population:	597,120 people	Median Age:	48.9 years
Population change, 2010-2019	17,697 people 3.1% increase	state:	38.3 years

	Number	Percent
Under 5 years	33,064	6.3%
5-14 years	73,504	14.1%
15-24 years	62,127	11.9%
25-34 years	62,607	12.0%
35-44 years	67,892	13.0%
45-54 years	67,721	13.0%
55-64 years	72,274	13.8%
65-74 years	47,756	9.2%
75-84 years	24,774	4.7%
85 years & over	10,126	1.9%
Total Population	521,845	100.0%

Source: U.S. Census Bureau, Population Estimates

Figure 1. Population Pyramid, 2000-2019



WDB 5 - Central enjoyed a natural increase - more births than deaths from 2010 to 2019, but also experienced net in-migration - meaning more people moved in than moved out. In addition to domestic in-migration, WDB 5 - Central welcomed net international in-migration - gaining new Minnesotans from foreign countries (see Table 2).

	Total Population Change	April 1, 2010 to July 1, 2019					
		Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International	Domestic
WDB 5 - Central	26,958	22,342	57,478	35,136	4,775	3,571	1,204
State of Minnesota	335,705	250,488	637,356	386,868	88,161	114,414	-26,253

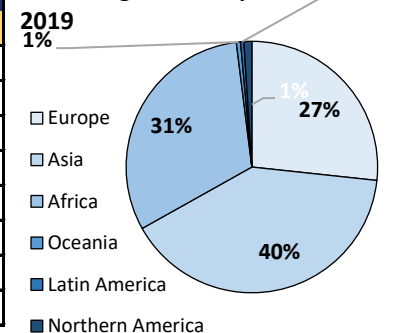
Source: U.S. Census Bureau, Population Estimates Program

Compared to the state, WDB 5 - Central has a smaller percentage of foreign-born residents. From 2010 to 2018, WDB 5 - Central saw an increase in the number of foreign-born residents, which was faster than the statewide increase.

	WDB 5 - Central		Change 2010-2019		Minnesota	
	Number	Percent	Number	Percent	Percent	Change
Foreign-born Population	14,989	2.9%	3,497	30.4%	8.5%	28.9%
Europe	2,267	15.1%	-141	-5.9%	9.9%	4.5%
Asia	3,411	22.8%	786	29.9%	37.5%	30.3%
Africa	2,644	17.6%	1,580	148.5%	25.5%	72.0%
Oceania	46	0.3%	-22	-32.4%	1.4%	303.4%
Americas:	45	0.3%	-5,282	-99.2%	0.3%	-98.7%
Latin America	36	0.2%	-4,576	-99.2%	0.2%	-98.9%
Northern America	86	0.6%	-629	-88.0%	1.3%	-51.7%

Source: U.S. Census Bureau, 2015-2019 American Community Survey

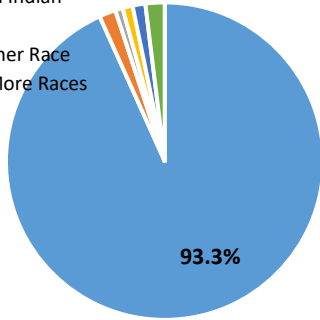
Figure 2. Place of Birth for the Foreign Born Population, 0% 2019



WDB 5 - Central's population was becoming more racially diverse over time. Since 2000, the county's white population increased and the number of people of other races increased (see Table 4).

Figure 3. Population by Race, 2019

- White
- Black or African American
- American Indian
- Asian
- Some Other Race
- Two or More Races



	WDB 5 - Central			Minnesota	
	Number	Percent	Change from 2000-2019	Percent	Change from 2000-2019
Total	511,253	100.0%	25.8%	100.0%	13.1%
White	476,860	93.3%	21.6%	82.8%	4.7%
Black or African American	8,625	1.7%	368.5%	6.4%	107.6%
American Indian or Alaska Native	3,918	0.8%	25.7%	1.0%	5.5%
Asian or Other Pac. Islanders	5,245	1.0%	168.3%	4.9%	87.8%
Some Other Race	6,632	1.3%	62.9%	1.9%	58.1%
Two or More Races	9,973	2.0%	192.1%	3.0%	99.9%
Hispanic or Latino origin	19,748	3.9%	115.1%	5.4%	108.9%

Source: U.S. Census Bureau, 2015-2019 American Community Survey

POPULATION PROJECTIONS

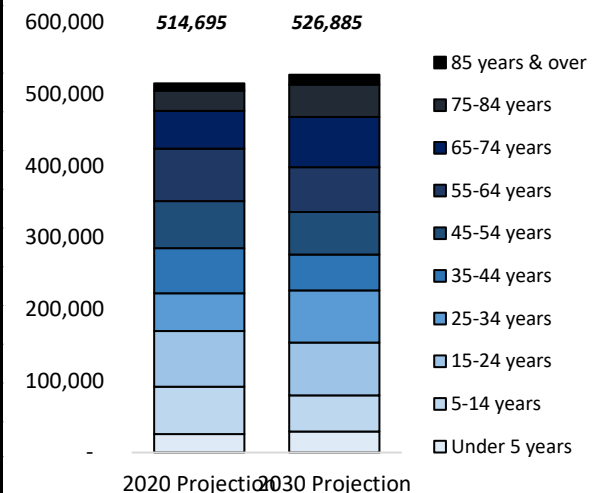
According to the Minnesota State Demographic Center, WDB 5 - Central's population is expected to grow from 2020 to 2030, with a rate of change that is slower than the projected statewide growth rate (5.0%). In addition to the overall growth, the number of people aged 65 years and older is expected to increase over the next decade (see Figure 4 and Table 5).

Table 5. Population Projections by Age Group, 2020-2030

WDB 5 - Central	2020 Projection	2030 Projection	Numeric Change	Percent Change
Under 5 years	25,590	29,098	3,508	13.7%
5-14 years	66,052	50,619	-15,433	-23.4%
15-24 years	77,974	73,561	-4,413	-5.7%
25-34 years	52,488	72,984	20,496	39.0%
35-44 years	62,718	50,037	-12,681	-20.2%
45-54 years	65,821	59,172	-6,649	-10.1%
55-64 years	73,163	62,479	-10,684	-14.6%
65-74 years	52,651	70,284	17,633	33.5%
75-84 years	28,221	44,680	16,459	58.3%
85 years & over	10,017	13,971	3,954	39.5%
Total Population	514,695	526,885	12,190	2.4%

Source: Minnesota State Demographic Center

Figure 4. Projections by Age Group, 2020-2030



EDUCATIONAL ATTAINMENT

WDB 5 - Central has a lower percentage of adults (18 years & over) with at least a high school diploma than the state (92.4%), and a lower percentage of people with at least some college experience. WDB 5 - Central also has a higher percentage of people with an Associate's degree and a lower percentage of people with a Bachelor's degree or higher.

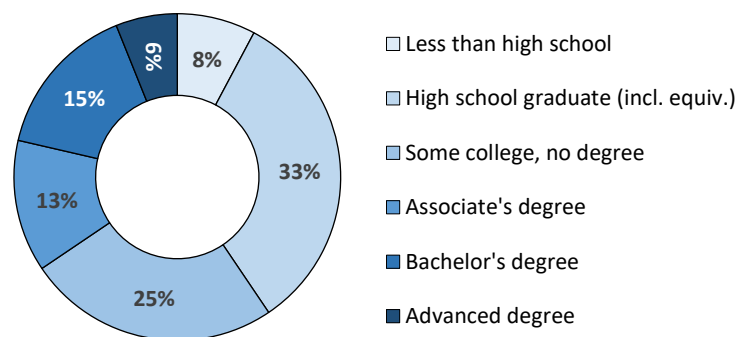
Percentage of the adult population (18 years & over) with at least a high school diploma:

92.2%

College-educated: 59.5%
state: 67.1%

Associate's Degree: 13.1%
Bachelor's Degree: 15.3%
Advanced Degree: 6.1%

Figure 5. Educational Attainment, 2019



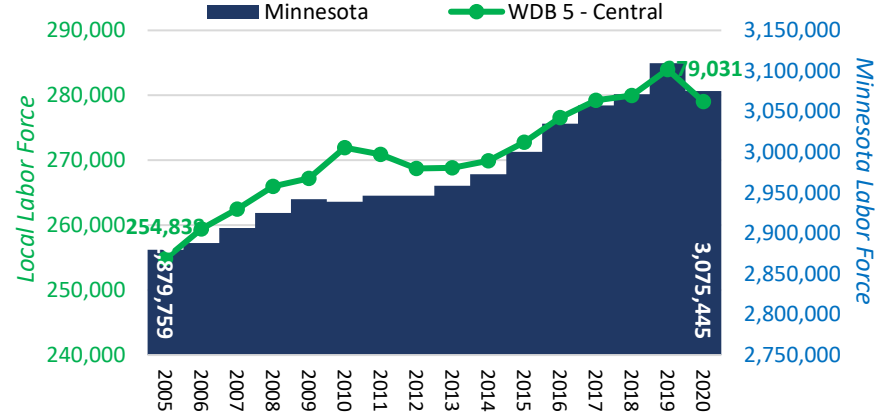
Source: U.S. Census Bureau, 2015-2019 American Community Survey

LABOR FORCE TRENDS

The number of workers in WDB 5 - Central increased over the past year. Long term, WDB 5 - Central's labor force expanded more rapidly from 2005 to 2020, compared to a statewide growth rate of 6.8% (see Figure 6).

279,031 available workers
Labor Force change, 2005-2020 24,193 workers 9.5% increase
5.8% unemployment rate
5.8% state
16,184 unemployed workers

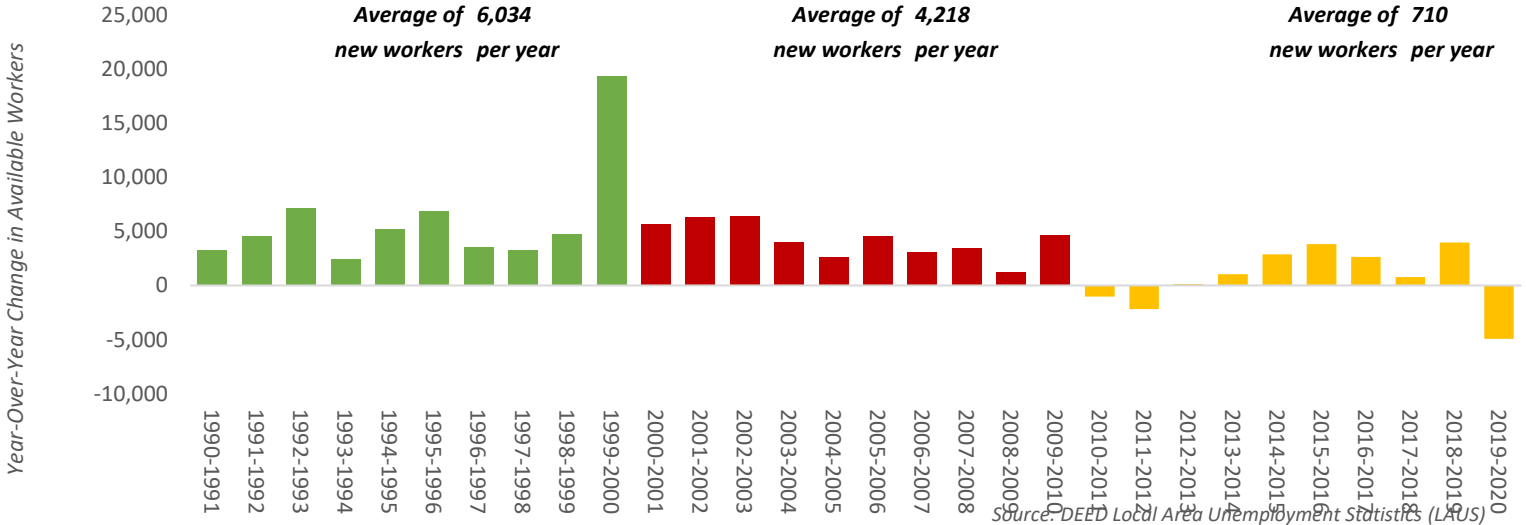
Figure 6. Annual Labor Force Estimates



Source: DEED Local Area Unemployment Statistics

At 5.8%, WDB 5 - Central had an unemployment rate equal to the state in 2020. WDB 5 - Central's unemployment rate increased compared to 3.9% in 2019, and was lower than the 8.7% rate posted in 2009. The number of unemployed workers actively seeking work in WDB 5 - Central increased over the past year, and is up compared to 2009.

Figure 7. Annual Change in Labor Force, 1990-2020



Source: DEED Local Area Unemployment Statistics (LAUS)

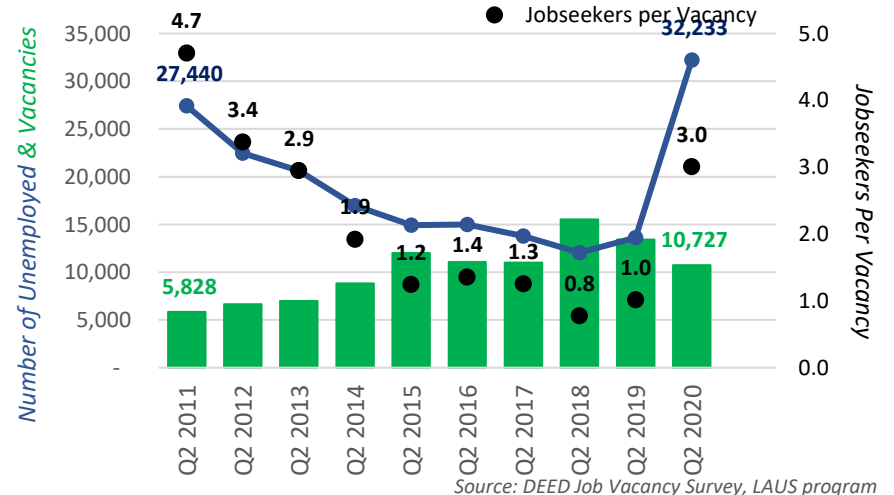
Labor force growth has slowed in recent years. After experiencing a net gain of workers from 1990 to 2000, WDB 5 - Central averaged an annual gain of new workers from 2000 to 2010, and most recently a gain of new workers since 2010 (see Figure 7). Moving forward, WDB 5 - Central is expected to see a labor force decline from 2020 to 2030 (see Table 6).

	Labor Force Projection	
	2020	2030
16 to 24 years	49,979	49,109
25 to 54 years	158,878	159,877
55 to 64 years	53,380	45,585
65 years & over	15,872	21,670
Total Labor Force	278,110	276,241

Source: Minnesota State Demographic Center

WDB 5 - Central is a part of Central Minnesota, which includes Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns, and Wright County. The labor market has grown extremely tight in recent years, dropping to a ratio of jobseekers per vacancy during the 4th quarter of 2019 (see Figure 8).

Figure 8. Jobseekers Per Vacancy, 2011-2020



Source: DEED Job Vacancy Survey, LAUS program

LABOR FORCE CHARACTERISTICS

WDB 5 - Central had a lower labor force participation rate than the state. The labor force in WDB 5 - Central is less racially diverse than the state (where 84.8% of workers are white alone), but is becoming more diverse over time.

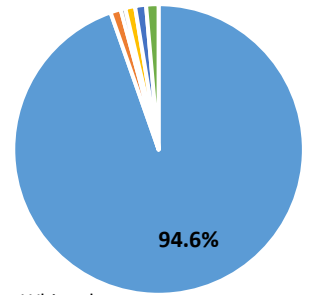
Table 7. Employment Characteristics, 2019

	WDB 5 - Central			Minnesota		WDB 5 - Central	
	In Labor Force (available workers)	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate	Male	Female
Total Labor Force	275,723	69.3%	3.6%	69.7%	3.6%	146,357	129,347
16 to 19 years	14,215	54.2%	8.0%	53.2%	11.0%	7,159	7,058
20 to 24 years	23,682	85.2%	7.0%	84.6%	6.0%	12,845	10,840
25 to 44 years	112,036	87.6%	3.7%	88.8%	3.2%	59,212	52,835
45 to 54 years	62,003	88.0%	2.4%	87.6%	2.7%	32,716	29,277
55 to 64 years	50,358	73.0%	4.8%	73.0%	2.8%	26,734	23,627
65 to 74 years	11,347	25.5%	4.1%	27.9%	2.2%	6,515	4,836
75 years & over	2,047	6.3%	5.4%	6.6%	2.4%	1,176	874

Employment Characteristics by Race & Hispanic Origin

White alone	260,884	69.5%	3.3%	69.3%	3.0%
Black or African American	3,186	51.8%	6.1%	71.3%	8.8%
American Indian & Alaska Native	1,440	51.4%	14.4%	58.9%	12.6%
Asian or Other Pac. Islanders	3,004	76.5%	6.2%	71.2%	4.3%
Some Other Race	3,356	75.0%	11.4%	77.7%	6.1%
Two or More Races	3,806	72.7%	9.7%	73.6%	7.4%
Hispanic or Latino	9,507	74.8%	9.8%	76.5%	6.1%

Figure 9. Labor Force by Race, 2019



- White alone
- Black or African American
- American Indian & Alaska Native
- Asian or Other Pac. Islanders
- Some Other Race
- Two or More Races

Employment Characteristics by Disability

With Any Disability	15,220	56.0%	6.6%	53.0%	8.6%
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Employment Characteristics by Educational Attainment

Population, 25 to 64 years	224,432	84.0%	3.0%	84.5%	3.0%
Less than H.S. Diploma	10,174	67.2%	3.7%	66.3%	4.2%
H.S. Diploma or Equivalent	61,708	79.4%	2.9%	78.5%	2.6%
Some College or Assoc. Degree	93,808	85.7%	2.5%	85.3%	3.0%
Bachelor's Degree or Higher	58,701	90.4%	1.4%	90.0%	1.7%

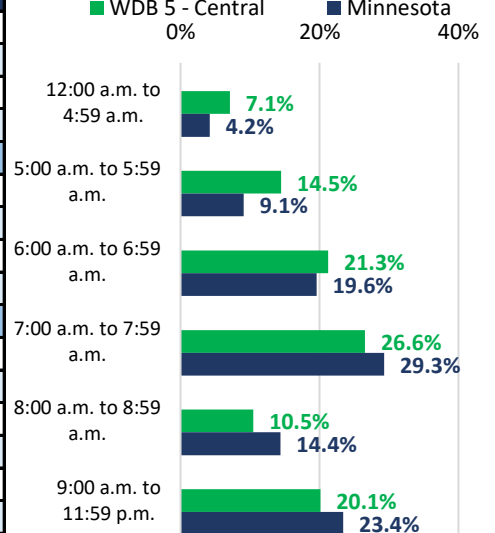
Source: 2015-2019 American Community Survey, 5-Year Estimates

A smaller percentage of workers in WDB 5 - Central worked in the same county in which they live compared to the state. WDB 5 - Central also had a longer average commute time than the state.

Table 8. Commuting Characteristics, 2019

	WDB 5 - Central		Minnesota	
	Number	Percent	Number	Percent
Worked in state of residence	259,914	99.0%	2,837,697	97.6%
Worked in county of residence	125,847	47.9%	1,846,247	63.5%
Worked out of county of residence	134,058	51.1%	991,449	34.1%
Worked outside state of residence	2,613	1.0%	69,779	2.4%
MEANS OF TRANSPORTATION TO WORK				
Car, truck, or van	239,094	91.1%	2,506,244	86.2%
Public transportation (excl. taxicab)	2,724	1.0%	101,762	3.5%
Other method (walk, bike, taxi, etc.)	6,877	2.6%	125,021	4.3%
Worked at home	13,774	5.2%	171,541	5.9%
TRAVEL TIME TO WORK				
Less than 10 minutes	42,710	16.3%	456,474	15.7%
10 to 19 minutes	62,299	23.7%	872,243	30.0%
20 to 29 minutes	40,982	15.6%	645,460	22.2%
30 to 44 minutes	51,031	19.4%	575,680	19.8%
45 to 59 minutes	31,176	11.9%	194,801	6.7%
60 or more minutes	34,364	13.1%	162,819	5.6%
Mean travel time to work (minutes)	36.3 minutes		23.7 minutes	

Figure 10. Time Leaving Home to go to Work, 2019



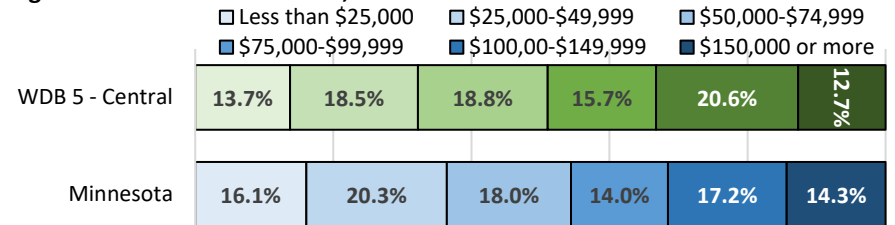
Source: 2015-2019 American Community Survey, 5-Year Estimates

INCOMES, COST OF LIVING, & HOUSING

WDB 5 - Central had a higher median household income than the state, and a lower percentage of households with incomes below \$50,000. Overall, WDB 5 - Central had the 5th highest median household income of the 16 Workforce Service Areas in the state.

Median Household Income	\$74,599
state	\$68,411
Median Family Income	\$86,740
state	\$86,204
Per Capita Income	\$33,426
state	\$37,625

Figure 11. Household Incomes, 2019



Source: 2015-2019 American Community Survey

Source: 2015-2019 American Community Survey 5-Year Estimates

WDB 5 - Central also had a lower cost of living than the state, with a required hourly wage of \$15.2884615384615 for a single person living alone to meet a basic needs cost of living, and an hourly wage requirement of \$17.4576923076923 for a typical family with 2 adults and 1 child (see Table 9).

Table 9. Basic Needs Cost of Living Estimates, 2019

Single Adult, 0 children	Single Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
			Child Care	Food	Health Care	Housing	Transportation	Other	Taxes
WDB 5 - Central	\$31,800	\$15.29	\$0	\$327	\$417	\$769	\$722	\$307	\$366
State of Minnesota	\$31,392	\$15.09	\$0	\$336	\$157	\$798	\$653	\$318	\$354
Typical Family: 2 Adults (1 working full-time, 1 part-time), 1 child	Family Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
			Child Care	Food	Health Care	Housing	Transportation	Other	Taxes
WDB 5 - Central	\$54,468	\$17.46	\$353	\$749	\$417	\$987	\$841	\$487	\$513
State of Minnesota	\$56,772	\$18.20	\$516	\$769	\$593	\$1,033	\$755	\$505	\$560

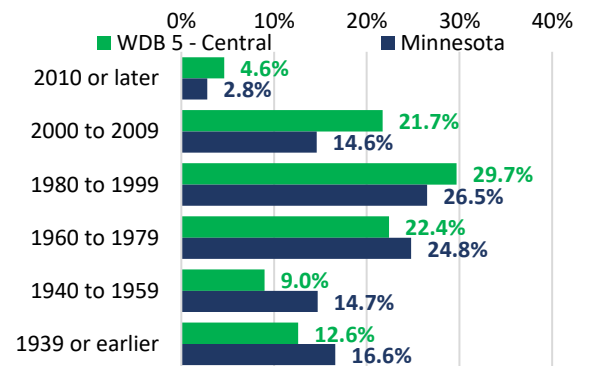
Source: DEED Cost of Living tool

WDB 5 - Central had a lower median house value than the state, having the 7th highest value of the 16 Workforce Service Areas in 2018. WDB 5 - Central's housing stock was newer than the state's, with a higher percentage of units built since 2000 (see Figure 12).

Table 10. Estimated Value of Owner-occupied Housing Units, 2019	WDB 5 - Central		Minnesota
	Total	Percent	Percent
Total	154,004	100.0%	100.0%
Less than \$50,000	7,463	4.8%	5.7%
\$50,000 to \$99,999	12,081	7.8%	9.4%
\$100,000 to \$149,999	21,795	14.2%	15.2%
\$150,000 to \$199,999	32,427	21.1%	19.8%
\$200,000 to \$299,999	46,019	29.9%	25.7%
\$300,000 to \$499,999	27,889	18.1%	17.6%
\$500,000 or more	6,330	4.1%	6.6%
Median (dollars)	\$203,909		\$199,700

Source: 2015-2019 American Community Survey, 5-Year Estimates

Figure 12. Year Structure Built, 2019



Median monthly owner costs, owner-occupied units with a mortgage **\$1,509**

state \$1,580

Percentage of households with a mortgage spending 30% or more of their income on housing costs **22.6%**

state 21.8%

Median monthly rent costs **\$878**

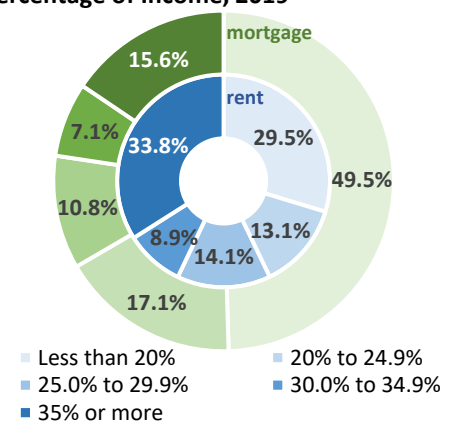
state \$977

Percentage of renters spending 30% or more of their household income on rent **42.6%**

state 45.1%

Source: 2015-2019 American Community Survey, 5-Year Estimates

Figure 13. Housing Costs as a Percentage of Income, 2019



OCCUPATIONS

At \$19.28 in 2020, wages were lower in Central Minnesota than the state. Overall, Central Minnesota had the 3rd highest median hourly wage level of the 16 Workforce Service Areas in the state. Wages were highest for management occupations (\$44.73) and lowest for food preparation and serving related jobs (\$11.98) (see Table 11).

Table 11. Occupational Employment Statistics, 2020

Occupational Group	Central Minnesota				State of Minnesota		
	Median Hourly Wage	Estimated Regional Jobs	Share of Total Jobs	Regional Location Quotient	Median Hourly Wage	State-wide Jobs	Share of Total Jobs
Total, All Occupations	\$19.28	278,730	100.0%	1.0	\$21.49	2,880,650	100.0%
Management	\$44.73	13,580	4.9%	0.8	\$24.38	165,310	5.7%
Business & Financial Operations	\$29.88	10,100	3.6%	0.6	\$12.43	244,300	8.5%
Computer & Mathematical	\$32.34	4,440	1.6%	0.5	\$17.72	4,060	0.1%
Architecture & Engineering	\$34.33	4,310	1.5%	0.8	\$20.03	363,800	12.6%
Life, Physical & Social Science	\$30.92	1,780	0.6%	0.7	\$24.31	100,060	3.5%
Community & Social Service	\$24.21	5,240	1.9%	0.9	\$13.65	70,290	2.4%
Legal	\$29.18	1,030	0.4%	0.5	\$18.06	216,890	7.5%
Education, Training & Library	\$23.30	24,130	8.7%	1.5	\$38.00	55,520	1.9%
Arts, Design, Entertainment & Media	\$19.66	2,850	1.0%	0.8	\$28.97	104,900	3.6%
Healthcare Practitioners & Technical	\$32.26	17,850	6.4%	1.0	\$37.35	20,050	0.7%
Healthcare Support	\$14.59	16,500	5.9%	1.0	\$24.52	38,540	1.3%
Protective Service	\$24.36	4,630	1.7%	1.1	\$15.37	277,000	9.6%
Food Preparation & Serving Related	\$11.98	11,230	4.0%	0.5	\$23.34	57,200	2.0%
Building, Grounds Cleaning & Maint.	\$14.96	7,800	2.8%	1.0	\$15.23	83,860	2.9%
Personal Care & Service	\$12.84	6,030	2.2%	0.9	\$36.07	190,800	6.6%
Sales & Related	\$14.40	29,230	10.5%	1.1	\$42.71	97,960	3.4%
Office & Administrative Support	\$18.92	33,340	12.0%	0.9	\$52.70	170,650	5.9%
Farming, Fishing & Forestry	\$17.24	430	0.2%	1.1	\$19.03	212,650	7.4%
Construction & Extraction	\$27.54	14,340	5.1%	1.4	\$22.45	45,030	1.6%
Installation, Maintenance & Repair	\$23.16	11,990	4.3%	1.2	\$14.81	163,160	5.7%
Production	\$18.60	30,790	11.0%	1.5	\$33.87	171,550	6.0%
Transportation & Material Moving	\$18.12	27,120	9.7%	1.3	\$34.35	27,070	0.9%

Source: DEED Occupational Employment Statistics, Qtr. 1 2020

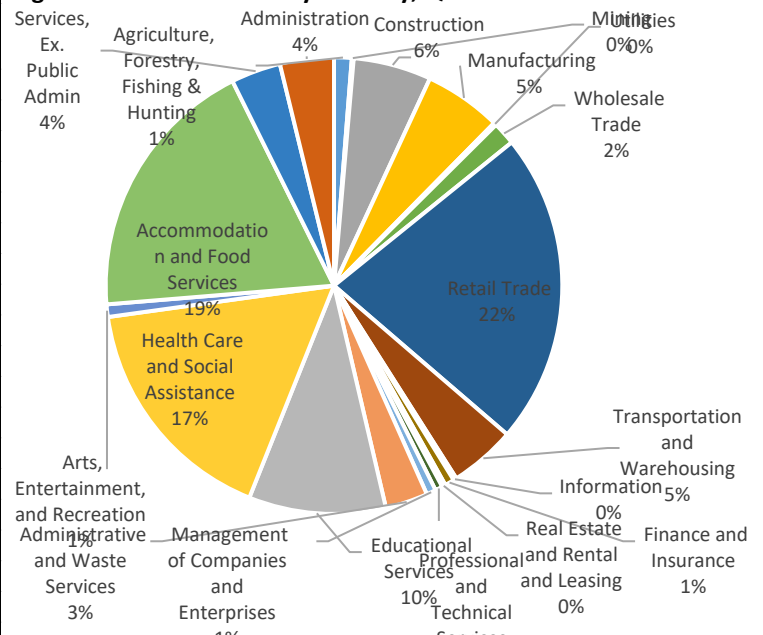
JOB VACANCY SURVEY

WDB 5 - Central is a part of Central Minnesota, which includes Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns, and Wright County. There were 10727 job vacancies posted by employers in the 4th Quarter of 2019, indicating extensive opportunity in the region, with openings across several occupations and industries (see Figure 14).

Table 12. Central Minnesota Job Vacancy Survey Results, Qtr. 2 2020

Occupational Group	Number of Vacancies	Wage Offer
Total, All Occupations	10,727	\$14.82
Management	364	\$20.03
Business & Financial Operations	183	\$22.01
Computer & Mathematical	115	\$14.75
Architecture & Engineering	102	\$22.72
Life, Physical & Social Sciences	100	\$20.51
Community & Social Service	278	\$18.88
Education, Training & Library	#N/A	#N/A
Healthcare Practitioners & Technical	876	\$21.52
Healthcare Support	68	\$15.62
Protective Service	696	\$26.50
Food Preparation & Serving Related	607	\$13.34
Building, Grounds Cleaning & Maint.	128	\$14.34
Personal Care & Service	1,727	\$11.94
Sales & Related	728	\$14.84
Office & Administrative Support	363	\$12.93
Construction & Extraction	1,568	\$13.28
Installation, Maintenance & Repair	478	\$13.44
Production	204	\$16.27
Transportation & Material Moving	443	\$19.66

Figure 14. Job Vacancies by Industry, Qtr. 2 2020



Source: DEED Job Vacancy Survey, Qtr. 2 2020

OCCUPATIONS IN DEMAND

Table 13. Central Occupations in Demand, 2020

Less than High School	High School or Equivalent	Some College or Assoc. Deg.	Bachelor's Degree or Higher
Retail Salespersons \$25,980	Nursing Assistants \$36,175	Registered Nurses \$78,415	Special Education Teachers, Secondary School \$62,221
Stockers and Order Fillers \$27,733	Licensed Practical and Licensed Vocational Nurses \$47,350	Civil Engineering Technologists and Technicians \$65,809	Substitute Teachers, Short-Term \$39,233
Home Health and Personal Care Aides \$28,221	Heating, Air Conditioning, and Refrigeration Mechanics and Installers \$51,474	Computer Network Support Specialists \$54,280	Secondary School Teachers, Except Special and Career/Technical \$63,343
First-Line Supervisors of Retail Sales Workers \$43,970	Automotive Service Technicians and Mechanics \$42,011	Veterinary Technologists and Technicians \$36,467	Elementary School Teachers, Except Special Education \$57,151
Landscaping and Groundskeeping Workers \$31,096	Emergency Medical Technicians and Paramedics \$39,680	Electrical and Electronic Engineering Technologists and Technicians \$56,225	Physicians, All Other; and Ophthalmologists, Except Pediatric NA
Janitors and Cleaners, Except Maids and \$31,496	Wind Turbine Service Technicians \$56,100	Calibration Technologists and Technicians and Engineering \$53,005	Career/Technical Education Teachers, Secondary School \$59,497
Customer Service Representatives \$34,939	Mobile Heavy Equipment Mechanics, Except Engines \$55,980	Web Developers and Digital Interface Designers \$59,812	Market Research Analysts and Marketing Specialists \$57,529
Teaching Assistants, Except Postsecondary \$30,837	Health Information Technologists, Medical Registrars, Surgical Assistants, and \$81,041	Agricultural and Food Science Technicians \$40,599	Clinical, Counseling, and School Psychologists \$68,696
Heavy and Tractor-Trailer Truck Drivers \$49,049	Electricians \$73,929	Surgical Technologists \$60,373	Education Administrators, Kindergarten through Secondary \$105,721
Laborers and Freight, Stock, and Material Movers, Hand \$34,736	Computer User Support Specialists \$52,188	Medical Equipment Repairers \$60,561	Psychiatrists NA

Source: DEED Occupations in Demand

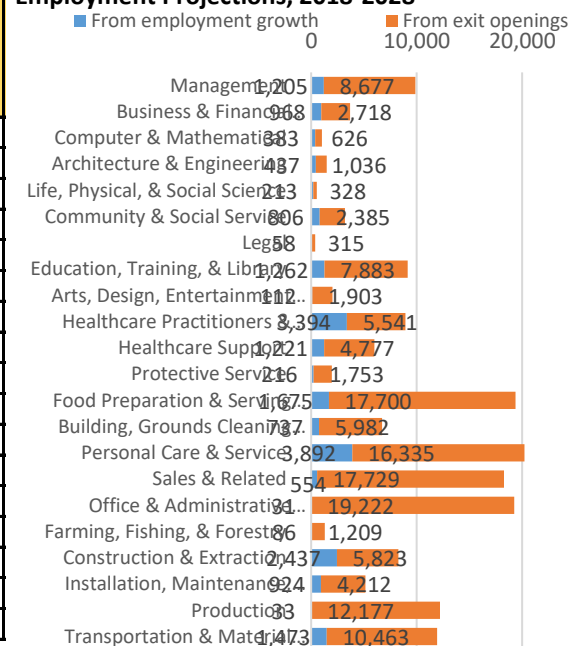
WDB 5 - Central is a part of the Central planning region, which is projected to see a 8.6% increase in employment levels over the next decade. In addition to new jobs created, there will be a much larger number of exit openings (see Figure 15).

Table 14. Regional Industry Employment Projections, 2018-2028

Central Planning Region	Estimated Employment 2018	Projected Employment 2028	Percent Change 2018-2028
Total, All Industries	314,696	336,813	7.0%
Natural Resources & Mining	4,869	4,980	2.3%
Utilities	2,106	1,945	-7.6%
Construction	17,781	20,888	17.5%
Manufacturing	42,475	43,364	2.1%
Wholesale Trade	10,432	10,166	-2.5%
Retail Trade	36,792	36,879	0.2%
Transportation & Warehousing	10,426	10,989	5.4%
Information	2,725	2,780	2.0%
Finance & Insurance, Real Estate	9,418	10,010	6.3%
Professional Services & Mgmt. of Companies	8,528	9,861	15.6%
Administrative & Waste Services	10,078	11,151	10.6%
Educational Services	25,782	27,179	5.4%
Health Care & Social Assistance	48,428	58,891	21.6%
Leisure & Hospitality	27,067	28,521	5.4%
Other Services, Ex. Public Admin	11,392	11,429	0.3%
Public Administration	19,239	19,961	3.8%

Source: DEED 2018-2028 Employment Outlook

Figure 15. Regional Occupational Employment Projections, 2018-2028



ECONOMIC CHARACTERISTICS

#N/A

12,826 business establishments

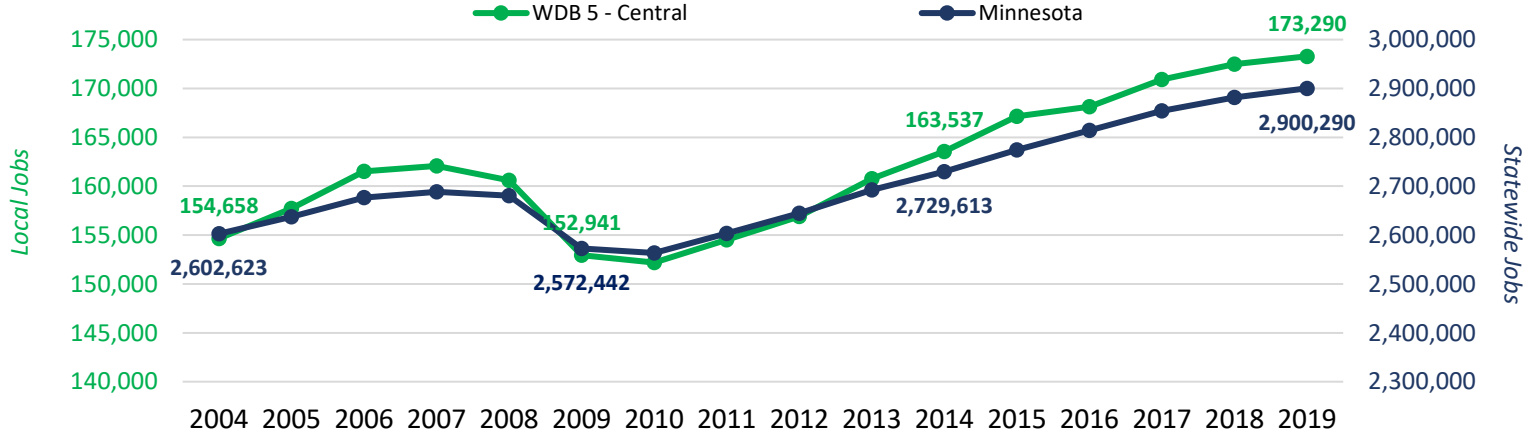
\$43,193 annual average wage

173,290 jobs

\$7,484,828,519 total industry payroll

Job change, 2014-2019: 9,753 jobs, 6.0% increase

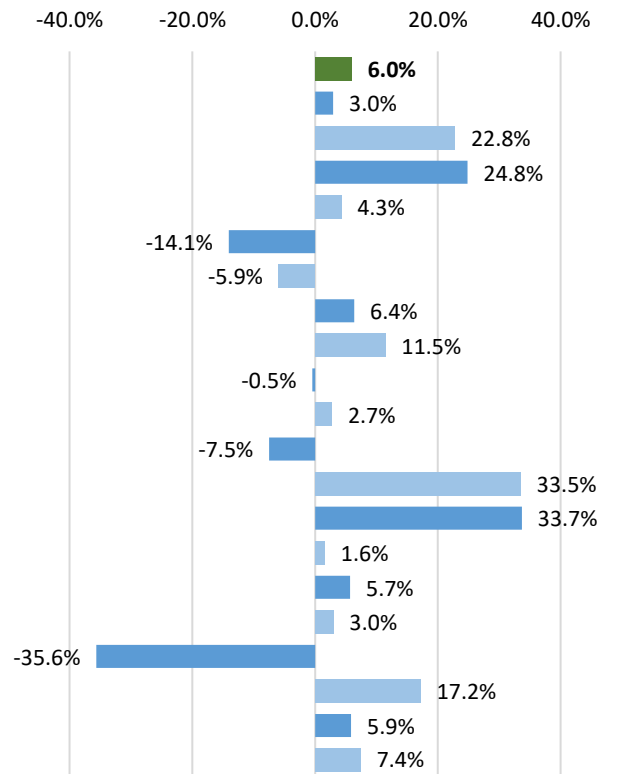
Figure 16. Industry Employment Statistics, 2004-2019



Source: DEED QCEW program

Industry	Number of Jobs	Percent of Total Jobs	Average Annual Wage
Total, All Industries	173,290	100.0%	\$43,193
Agriculture, Forestry, Fish & Hunt	3,518	2.0%	\$39,044
Mining	194	0.1%	\$58,295
Construction	12,052	7.0%	\$61,232
Manufacturing	26,381	15.2%	\$56,676
Utilities	2,230	1.3%	\$108,539
Wholesale Trade	5,058	2.9%	\$61,883
Retail Trade	23,064	13.3%	\$27,312
Transportation & Warehousing	5,625	3.2%	\$43,826
Information	1,514	0.9%	\$38,322
Finance & Insurance	3,257	1.9%	\$61,362
Real Estate & Rental & Leasing	840	0.5%	\$33,245
Professional & Technical Services	4,134	2.4%	\$60,447
Management of Companies	1,044	0.6%	\$78,627
Admin. Support & Waste Mgmt. Svcs.	4,743	2.7%	\$41,897
Educational Services	15,657	9.0%	\$44,059
Health Care & Social Assistance	30,436	17.6%	\$41,266
Arts, Entertainment, & Recreation	2,283	1.3%	\$14,648
Accommodation & Food Services	16,735	9.7%	\$18,427
Other Services	5,363	3.1%	\$25,406
Public Administration	10,055	5.8%	\$48,959

Figure 17. Change in Jobs, 2014-2019



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

For more information on WDB 5 - Central's population, labor force, and economic trends, contact:

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