

Regional and Local Plans

7/1/2021 – 6/30/2024

RWDA: Regional Workforce Development Area #5
South Central and Southwest Minnesota

LWDA: Southwest Minnesota Workforce Development Board
LWDA 6

REGIONAL PLAN

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

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

Regional Workforce Development Area #5 (RWDA #5) or the Southwest Minnesota planning region consists of the 23-county area of South Central and Southwest Minnesota. The region includes three Economic Development Regions (Regions 6W, 8 and 9), two local workforce development areas (South Central and Southwest) and one metropolitan statistical area (greater Mankato/North Mankato area).

The RWDA #5 economy was analyzed by a thorough review of labor market information through our MN DEED Regional Labor Market Analysts and engaging board members, local employers, and community partners in a dialogue about workforce development needs. This approach gives us a good understanding of the region by combining what statistics reveal with the real-time knowledge of local employers and community partners. The MN DEED Regional Profile for the 23-county labor market area is attached (**Attachment 1**). Sources of data and analysis are notated on the attached profile. Below is a summary of the data.

The COVID-19 pandemic and related federal and state executive orders have drastically and quickly changed the economic and workforce development needs of the region. The lasting impact of the pandemic is yet to be fully understood. To better address the current needs of employers, we gathered input through six group meetings held with employers and stakeholders in the region and 30-minute in-depth interviews with 11 employers. They overwhelmingly identified finding viable/qualified applicants as their number one concern. As data and the expressed needs of employers become more available, workforce development strategies will be responsive and adapted as needed. Although the regional analysis was provided by MN DEED in November 2020, most of the data is pre-pandemic so we will rely heavily on dialogues with our regional employers and data updates from our Regional Analysts.

Existing and Emerging In-Demand Industry Sectors: The labor market in RWDA #5 is supported by a diverse industry base. The top five industry sectors as of 2019 are: Health Care & Social Assistance, Manufacturing, Retail Trade, Educational Services, and Accommodation & Food Services (see table 14, Attachment 1). Health Care & Social Assistance is now the largest industry sector in RWDA #5. Up until 2018, manufacturing had been the largest industry sector in the region and is still the largest industry sector in economic development regions 8 and 9 within RWDA

#5. Retail trade and accommodation/food service have been severely impacted by the pandemic and we anticipate that employment numbers in these sectors will significantly decrease in 2020 and we will be assisting individuals impacted in these sectors to transfer their skills to other demand industries.

Industry sectors with the largest projected growth from 2016 to 2026 includes: Agriculture, Health Care & Social Assistance, Transportation & Warehousing, and Construction (see Table 16, Attachment 1).

Based on location quotient, RWDA #5 stands out for having a high concentration of farming (3.7 location quotient), production, installation/maintenance/repair, education, and transportation & material moving occupations (see Table 10, Attachment 1).

Upon review of the labor market information and input from employers and stakeholders, RWDA #5 will focus on five key existing and emerging industries sectors:

- **Agriculture**
- **Construction**
- **Health Care and Social Assistance**
- **Manufacturing**
- **Transportation and Warehousing**

Although industries like Retail Trade and Accommodation & Food Services provide a number of employment opportunities in the region, they are often the first job for individuals; these jobs are frequently low skilled and/or low wage jobs; and were significantly impacted by COVID.

Agriculture: RWDA #5 has 6.1 percent of the total employment in the state of Minnesota; however, RWDA #5 accounts for 26.6 percent of the farms in the state (see Table 18, Attachment 1). Industry projections reveal that agriculture will be the fastest growing industry in the region from 2016 to 2026 adding over 1,400 jobs (see Table 16, Attachment 1). In addition, agriculture has one of the highest share of non-white employment (20%) in the region. Occupations in demand include farmworkers-crops, farmworkers-animals, agriculture food science technicians and farm equipment mechanics.

Construction: Although new employment growth under Construction is only expected to be a little over 400 jobs, the industry is expected to need almost 3,600 replacement openings to fill jobs left by retirement and other career changers. Of the key industries in the region, construction provides higher paying job opportunities with an average annual wage of \$54,544. Occupations in demand include carpenters, cement masons, laborers, and operating engineers. Support occupations like Heating, Ventilation, and Air Conditioning are also in demand. Employers and labor unions work closely with partners to connect with local high schools to develop a pipeline of workers for this industry.

Health Care & Social Assistance: After gaining more than 1,000 jobs in the past 5 years, the largest industry sector in RWDA #5 is Health Care & Social Assistance with 31,577 jobs. This industry is projected to continue growing from 2016 to 2026 by adding another 1,192 jobs, a 3.9% increase. Occupations in demand include EMTs, Home Health Aides, LPNs, Mental Health Counselors, Nursing Assistants, Personal Care Aides, Physician Assistants and Registered Nurses. Long-term care facilities indicate that CNAs are difficult to hire at this time – even for one facility that raised wages to \$18+ per hour. Hospitals/clinics indicate they are looking for all levels of nurses: PCA, CNA, LPN, RN as well as health unit coordinators and technicians. Large providers who have historically provided higher wages and better benefits (hospitals & clinics) are starting to revise their minimum qualifications, eliminating required experience and certifications, in order to attract more workforce. Prior to COVID there was a great demand for health care workers, and now with the pandemic it has only increased this demand in the region, especially as individuals have concerns with safety within the industry.

Manufacturing: With 31,338 jobs at 588 firms, manufacturing is a close second to health care as the leading industries in the region. Like construction, manufacturing provides higher wage employment opportunities with an average annual wage of \$52,795. Occupations in demand include industrial machinery mechanics, industrial engineers & technicians, machinists, electrical testers, painters, and welders. Employers indicate they are significantly impacted by retirements. Many employers indicate they are giving ex-offenders second chances and developing partnerships with local high schools. In addition, manufacturing hires the highest share of non-white employment at 33%.

Transportation & Warehousing: The Southwest region has a higher level of transportation & warehousing employment with a location quotient of 1.2%. Transportation has one of the largest job vacancies in the region with 1,087 job vacancies (see Table 11, Attachment 1). Transportation & warehousing has experienced a 5.3% increase in jobs and is projected to grow by 11.8% from 2016-2026 or 847 jobs. Occupations in demand include laborers & freight stock movers, stock clerks and tractor-trailer truck drivers. In addition, supporting occupations in demand include automotive service technicians & mechanics and diesel mechanics.

Occupations in Demand: There are well over 200 occupations showing relatively high demand in RWDA #5. These occupations are spread across different sectors but are concentrated in the region's major industries including manufacturing, health care, transportation, and other related industries (see Table 12, Attachment 1). A complete list of occupations in demand in RWDA #5 is provided as **Attachment 2**.

Other labor market information of note for the region includes:

Declining Population: Nineteen of the 23 counties in RWDA #5 lost population from 2010-2019. Only four counties experienced growth during this time period: Blue Earth, LeSueur, Nicollet and Nobles counties (see Table 1, Attachment 1). Although births exceeded deaths in the region, out-migration outpaced in-migration. The number of immigrants in the region increased by 31.1% since 2010, outpacing the statewide growth of 25.8%.

Population by Race: Although the region is less diverse than the state, it is becoming more diverse over time. RWDA #5 had a higher percentage of people reporting Hispanic/Latino origin than the state and Nobles County, reporting 25% of residents with Hispanic origin, has the highest rate in the state. Redwood, Lyon, and Watonwan counties are also relatively diverse.

Labor Force Change: The labor force in Southwest Minnesota reached its peak in 2009 and has since declined creating a tight labor market. Increasingly tight labor markets and a growing scarcity of workers is now recognized as one of the most significant barriers to future economic growth in the region. A more diverse workforce in terms of age, gender, race, ethnicity, disability status and immigration has been and will continue to be a vital source of workers as white, native-born workforce continues to age, these younger workers of different races/countries will comprise the fastest growing segment of the labor force. One impact we anticipate with the pandemic is a decrease in labor force participation rates as individuals leave the labor force due to safety concerns or being needed at home to care for school-age children.

Jobseekers per Vacancy: A clear demonstration of the tight labor market prior to the COVID pandemic is the ratio of unemployed job seekers per job vacancy which stood at .8 to 1 in RWDA #5 at the end of 2019 (see Figure 9, Attachment 1). The pandemic had a significant impact on this ratio the second quarter of 2020 where the Job Seeker to Job Vacancy ratio jumped to 2.1 to 1. As unemployment rates decrease in third and fourth quarters of 2020, we anticipate that this ratio will decrease as well.

Unemployment Rates: With our diverse industry base, RWDA #5 has experienced relatively low unemployment rates. The annual unemployment rate for 2019 was 3.5% (see Figure 8, Attachment 1). The COVID pandemic and executive orders had its greatest impact on employment in RWDA #5 April through June of 2020 where unemployment rates ranged from 6.5% to a high of 7.0%. Since that time unemployment rates in the region have steadily declined with unemployment rates being back to rates similar to prior to the pandemic at 3.3% in November of 2020. Unfortunately, part of this decline is attributed to a decrease in labor force participation rates as individuals leave the labor force due to safety concerns and being needed at home to care for school age children.

Employment Characteristics: Although unemployment rates have been relatively low in RWDA #5, not all populations are benefiting from low unemployment rates. Populations experiencing employment disparities were highest among young people, minorities, and individuals with disabilities. Unemployment rates in 2018 for these populations include (see Table 6, Attachment 1):

- Youth ages 16 to 19 (11%)
- Youth ages 20 to 24 (4.9%)
- Black or African American (15.9%)
- American Indian & Alaskan Native (5.1%)
- Asian or Pacific Islander (6.5%)
- Hispanic or Latino (7.1%)
- Individual with disabilities (8.8%)

Household Incomes: Household incomes are lower in RWDA #5 than the state as a whole. Median household income in RWDA #5 was \$56,796 in 2018, compared to \$68,411 statewide. Almost 45% of households in the region had incomes below \$50,000. Income disparities by race and ethnicity also exist. African American households reported the lowest incomes in the region at \$25,766, American Indians at \$39,787, Asians at \$42,957 and Hispanic/Latino at \$41,920 (Figure 12, Attachment 1).

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

RWDA #5 will focus on five key industry sectors: agriculture, construction, health care/social assistance, manufacturing, and transportation/warehousing.

RWDA #5 has developed two goals that directly address in-demand industry sectors and occupations workforce needs.

- Increase employer engagement that expands the talent pipeline through sector-based partnerships, career pathways, career awareness opportunities and work-based learning/training activities.
- Address the shortage of skilled workers through sector-based career pathway approaches.

Regional strategies to coordinate efforts to address workforce needs in in-demand industry sectors and occupations is through a four-prong approach:

1. Development of employer-led industry sector partnerships for in-demand industry sectors.
2. Development and implementation of sector initiatives for in-demand industry sectors.

3. Strengthen career pathway approaches for key industry sectors and occupations in the region.
4. Employer engagement through boards, committees, career awareness, work-based learning, and employer events.

Development of employer-led industry sector partnerships for in-demand industry sectors: In partnership with our MN DEED Workforce Strategy Consultant, we have begun two employer-led industry sector partnerships for our two largest employment industries: *Health Care/Social Assistance and Manufacturing*. These two partnerships will continue to complete strategic planning and the development and implementation of action plans. Strategic planning has revealed that their key issues revolve around recruiting talent, retaining talent, and training. Strategies these two partnerships are especially interested in pursuing include innovative recruitment strategies (for communities of color, disability, offender-status, and age), connections with local high schools to expose students to in-demand careers and developing a pipeline of workers, providing work-based learning opportunities and knowledge/access to workforce development resources in the region. These strategies include developing career awareness events on-line, like our Tour of Manufacturing model, during the COVID pandemic environment.

Development and implementation of sector initiatives for in-demand industry sectors: In partnership with local employers representing key industries, a number of sector initiatives are being implemented to support expanding the talent pipeline for the industry. Initiatives include:

- The development of industry-specific infographics and newsletters that provides “customer friendly” labor market information for our key industries including agriculture, *construction, health care/social assistance, manufacturing, and transportation*. The infographics and newsletters are specifically targeted to high school students and their parents to assist in making informed career choices. With Minnesota having the third worst student-to-school counselor ratio in the nation, this information as well as career advising services in general is greatly needed and welcomed by our school and community partners.
- The development of industry-specific career exploration events for high school students spotlighting key industries and in-demand occupations in the region including:
 - Construct Tomorrow: a one-day, hands-on event that allows high school students to explore the multiple trade occupations in the *construction industry*.
 - Construction Trades Boot Camp: a two-week summer event that allows high school students to explore more in-depth occupations in the *trades/construction industry*.
 - SCRUBS Camp: a 3-day hands-on summer event for high school students to explore in-demand occupations in the *health care industry*.

- Tour of Manufacturing: a one-day event that allows high school students to tour local manufacturers to expose them to the demand occupations in the *manufacturing industry*. This tour can be provided either in-person or on-line depending on where we are at in regards to the pandemic in the fall.
- We are exploring a similar tour for the Health Care Industry on-line due to the pandemic.
- Conducting industry-specific roundtables. Roundtables are conducted to convene employers from a specific key industries to identify and address issues specific to the industry. Roundtables have been held with the *health care industry, manufacturing industry and transportation industry*. An example of addressing a specific issue to an industry is working with employers to explore ways to address the lack of behind-the-wheel CDL training in the local area.

Career pathway approaches for key industry sectors and occupations in the region: In partnership with area employers, Adult Basic Education, post-secondary and CareerForce partners we have developed a regional approach to adult career pathways for the *construction, health care, manufacturing, and transportation* industries. Career pathway development is constructed based on employer input on industry and occupational skill needs and on the input from targeted populations including race/ethnicity, disability, gender, and age. Partners develop strategies to address the unique needs of targeted populations and provide the additional supports necessary to ensure individuals can be successful in their education/training pathway and employment.

Consistent with the mission in the state plan, our career pathway approach aligns local, state, and federal resources, policies, and services to meet the workforce needs of business and industry and improves access to employment, education, and training services for Minnesota’s current and future workforce.

The region, through Greater Twin Cities United Way grants, is also developing career pathways for high school students in the *health care, IT, and manufacturing* industries. Pilot schools in the region were identified based on the diversity of their student population. Students earn dual high school and college credits as well as industry credentials, gain marketable skills, participate in job shadowing and we are currently piloting internship opportunities. In addition, we are implementing a Career Pathway Pilot Program for youth. This program promotes racial, disability, and gender equity through the provision of career pathway services (focusing on work experiences for youth with local employers) for these populations.

Employer engagement through boards, committees, career awareness, work-based learning opportunities and employer events: Finally, we receive industry-specific input from employers through their involvement on our workforce development boards, participation on committees and by

engaging them in career awareness and work-based learning activities. This engagement is instrumental to ensuring our strategies and initiatives meet the skill needs of our local industry employers. We engage employers through four Career Expos in the region, Career Institutes, Breaking Traditions, College Experience Day, and Pathway Exploration Events. We are facilitating partnerships between workforce development, employers, and local high schools to provide work experience, internship, and job shadowing opportunities. In 2020, we launched virtual employer tours and job shadowing activities for students to engage with as part of their virtual classroom instruction in partnership with local school districts. In addition, through employer events we are showcasing innovative recruitment strategies, best practices, and the sharing of resources available for local employers.

Our **outreach methodology** to contact employers from key industry sectors includes:

- Partnering with our regional MN DEED Workforce Strategy Consultant to provide direct connections with individual employers and groups of industry employers.
- We have specific staff (Work & Learn Coordinators/Workforce Development Coordinators) that are paid through agreements with our local Service Cooperatives to provide outreach and connections between local employers and local school districts.
- We conduct outreach to local employers through social media and newsletters.
- Connecting with employers that have been engaged with the CareerForce system through WIOA and Wagner Peyser staff.
- One on one contact with area employers to develop work-based learning opportunities.
- Collaborating with Chambers of Commerce, economic development, and other local partners to provide referrals and assist in outreach to area employers.
- Utilizing business representatives on our workforce boards to provide outreach to industry and community groups they are involved in.
- In partnership with our MN DEED Workforce Strategy Consultant and Job Service staff, utilizing MN DEED's gov delivery email blasts to employers from specific industries.

Employers are connected to the workforce system through all of the activities identified above. Whether serving on a sector-based partnership, committee, attending a roundtable, or participating in a sector initiative, we provide information on how to connect with the workforce system and the services that are available.

These strategies are aligned with Goal #2 in the state plan to: build employer-led industry-sector partnerships that expand the talent pipeline to be inclusive of race, disability, gender, and age to meet industry demands for a skilled workforce.

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

The South Central WorkForce Council and Southwest Minnesota Workforce Development Board have entered into a Memorandum of Understanding to establish our regional partnership and cooperative service arrangements.

RWDA #5 has adopted MN DEED's vision statement as our regional vision: *a healthy economy, where every Minnesotan has meaningful employment and a family-sustaining wage, and employers are able to fill jobs in demand.*

Our regional goals to achieve this mission were established by engaging local stakeholders and includes:

- **Address the shortage of skilled workers through sector-based career pathway approaches.**
- **Increase program outcomes for individuals experiencing employment disparities through culturally competent services.**
- **Enrich and grow partnerships with local school districts to increase career awareness and career counseling opportunities for students and parents.**
- **Increase employer engagement that expands the talent pipeline through sector-based partnerships, career pathways, career awareness opportunities and work-based learning and training activities.**
- **Align administrative processes between South Central and Southwest workforce boards.**

Areas of cooperative alignment and consistency within the region include:

- Development of thirteen regional workforce development area policies. The two local workforce boards have jointly developed required local WIOA policies in alignment with required state policies.
- Engaging stakeholders in the development and updates of the Regional Plan.
- Connecting with and informing local legislators on local and regional workforce development issues.
- Jointly direct the Rural Career Counseling Coordinators and their work with local school districts to increase career awareness and career counseling opportunities for students and parents. An example of this is the development and utilization of the "Know Before You Go" labor market infographics.
- Jointly provide professional development and sharing of best practices.

- Jointly respond to grant opportunities that advance our regional goals including the alignment of sector-based career pathways. Subcontracts are developed for each grant to ensure alignment and consistency across the region.
- Track program outcomes for individuals experiencing employment disparities and develop strategies to increase outcomes.
- Conduct regional monitoring to ensure consistency in program implementation, policies, and practices.
- Explore and implement joint marketing for the CareerForce system including use of social media.

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

The 23 counties of South Central and Southwest Minnesota have lower high school graduation rates (see chart), especially within our largest population of color (Hispanic/ Latinos). *Poverty* rates are also higher in our rural region. The Southwest Region has Opportunity Zones in 15 of our 23 counties (65%) due to poverty rates. With the lowest wages in the state, there is a great need for additional support for job seekers to not only learn about high paying, in-demand, and nontraditional careers, but to become employed in them. The region is home to the 2nd and 6th most diverse counties in the state (Nobles and Watonwan), both of which have the highest percentage of the states' Hispanic/Latino population (27% and 23%). *Employers* are challenged to hire employees with the skills needed as shown by our region's high Job Vacancy rate. Tight labor markets and a scarcity of workers are now recognized as the region's most significant barrier to future economic growth. It is evident that a more diverse workforce is a vital source of workers that employers need to succeed, and it is imperative that we equip these populations with the necessary skills to gain employment in high-pay, in-demand occupations.

% of Total Population	SW MN	Metro	MN
Individuals with less than high school	9.0%	6.6%	7.0%
Hispanic or Latinos with less than high	43.9%	33.3%	Not Known
Poverty Rate	12.3%	9.4%	10.5%
Median Hourly Wage	\$18.33	\$23.30	\$21.49
Job Vacancy Rate Q4' 19	4.9%	4.4%	4.6%
2020 DEED Regional Profiles			

The South Central Workforce Council, the Southwest Minnesota Private Industry Council and its partners have 35 years of successfully serving communities of color. Providing fair and equitable treatment and addressing the employment disparities that exist in our region is critical to whom we are and what we do. It is embedded in our mission, vision, core values, strategic goals, and outcomes. Last year, our network served 3,369 people with

individualized services, facilitated 333 On-the-Job Training/Work Experience opportunities, and assisted with 543 industry recognized credentials being earned. The regional partnership has years of successful outcomes for all populations and has received the #1 Promising Practices Award from the Minnesota Association of Workforce Development Boards for the past three out of four years. In the chart below, we demonstrate our experience in working with communities of color and the impact of our programs.

Program Outcomes		WIOA Adult				WIOA Youth				Pathways to Prosperity			
		FY19	FY19	FY20	FY20	FY19	FY19	FY20	FY20	FY19	FY19	FY20	FY20
		#	%	#	%	#	%	#	%	#	%	#	%
Served	BIPOC	85	48%	52	45%	214	45%	129	44%	77	59%	198	84%
	Disabilities	21	12%	16	14%	203	42%	117	53%	22	17%	20	9%
Outcomes	Successful Exits	84	78%	37	79%	205	80%	155	75%	103	82%	91	82%
	Total Exits	108		47		256		207		125		111	

The board, board committees and staff have representation from the African American, Somali, Hispanic, Latino, Asian, Upper and Lower Sioux Communities, Vocational Rehabilitation, and MRCl. We have representation from communities of color at twice the percentage (20%) than the population as a whole in our region but are always working towards increasing representation. To address this need, the board assigned a committee to implement strategies for targeted recruitment, diversity training, building a pipeline and most recently added to the bylaws a “seat” on the SW MN workforce board dedicated to representing minority owned businesses. This is in addition to the requirements outlined in WIOA law. When there is an opening, we work hard to recruit for the position to ensure we reflect the communities we serve.

The regional partnership engages black, indigenous and people of color (BIPOC) first to ensure that our board and staff reflect the communities we serve. We partner with Integration Collaboratives, Community Connectors/Advocates, Lower and Upper Sioux Communities, Greater Mankato Diversity Council, Milanesean Council of Women, MET (Migrant services), PACER Location, Minnesota Council of Churches, Vocational Rehabilitation, MRCl, school districts, Adult Basic Education, PACER Location, and others. We also engage with leaders of the African and Karen immigrants, as well as the Hispanic, Latino, Hmong, and Micronesian communities that live in different cities throughout the region. We do this often to gain a greater understanding of their cultures and need for services; incorporate their feedback into the workforce development plan, organizational policies, and program practices. We also solicit direct, regular feedback from our program participants. To analyze our success, we regularly review the feedback and data by monitoring program outcomes by different communities.

We deliver services in a **cultural competent** way through: 1) a commitment from senior leadership and the board; 2) reflecting the priority to do so in our mission, structure, policies, and procedures; 3) ensuring all program participants feel valued, programming that is person-centered and builds on their strengths, and translation or interpretation services being available; 4) having a diverse board and staff; 5) engaging ethnic communities in the planning and implementation of services; 6) training the board and staff in the cultures and traditions of participants; and 7) through personal performance measures that include skills related cultural competency.

Overall, our regional approach to ensure that it includes diverse representation, specifically among populations experiencing the greatest barriers to employment or communities facing the greatest levels of economic disparities include:

- Reviewing labor market information and demographics, the leadership team will focus on assuring that, to the extent possible, the populations experiencing barriers to employment are engaged in both the regional and local workforce development area meetings, discussions, goal setting, strategy development and implementation strategies.
- Engaging stakeholders and individuals from diverse backgrounds and populations, as well as those experiencing barriers to employment is critical in establishing the goals and strategies that will lead to success.
- Assuring that the diverse demographic make-up of the RWDA #5 area is strategically involved in the identification of issues and solutions, goal setting and strategy development broadening the scope of success and advancement of workforce development in the region.
- Include partners in the engagement of individuals, decision makers representing specific populations and other key stakeholders including, but not limited to individuals with disabilities; tribal communities; communities of color; K-12; higher education; individuals involved and/or representing the criminal justice system; and representatives specifically focused on addressing employment and education disparities.
- Provide career exploration, advising services and work-based learning opportunities with local employers to help students make informed career choices. A study from DEED has shown that “white and Asian students are more likely to major in high earning fields such as engineering, IT, and business, while black students are more represented in low-paying fields such as personal and culinary services. Choice of major strongly determines the payoffs from higher education.” These services are essential to successfully addressing employment disparities.
- Partner with the Rochester Diversity Council to administer Intercultural Development Inventory to staff and board members and provide customized Equity Training based on our region’s inventories.

The Boards and staff will make a concerted effort in designing and implementing programming that will directly engage diverse populations and groups experiencing specific barriers to employment. Both organizations practice and are compliant with equal opportunity hiring practices and will assure that appropriate outreach for employment opportunities is shared and targeted to special populations.

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

WIOA performance measures are negotiated on a bi-annual basis between LWDA's and MN DEED in accordance with MN DEED Performance Standard Policy and DOL TEGLs. Our local areas will work cooperatively with MN DEED to implement the performance negotiation process. The Executive Directors of South Central and Southwest workforce boards will negotiate on behalf of their respective local areas. The RWDA #5 leadership team and local boards will be responsible for the review and oversight of the negotiations.

Performance standard negotiations for Program Years 2020 and 2021 were completed in September of 2020 with confirmation of final standards for each LWDA in October 2020. Regional policies and strategies have been established to aid in meeting or exceeding standards for federal WIOA programs as well as guide our state funded programs (i.e., State Dislocated, Career Pathways, etc.). Regional economic conditions and participant characteristics will be factored in to adjust the statistical model of performance.

WIOA Law outlines the following primary indicators:

WIOA Adult and Dislocated Worker Programs

1. Initial Employment Indicator: The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
2. Subsequent Employment Retention: The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
3. Initial Earnings: The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
4. The indicators of effectiveness in serving employers: There is no specific metric established at this time – awaiting final WIOA regulations.
5. Credential Attainment: The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause 4 (iii)), during participate in or within one year after exit from the program. This

includes the attainment of a high school diploma or equivalence; pathway license, industry certification, or apprenticeship certificate; pathway certificate and diploma; or pathway associate degree attainment.

6. Skill Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skills gains toward such a credential or employment.

WIOA YOUTH & YOUNG ADULT PROGRAMS

1. Entered Employment, Education or Training: The percentage of program participants who are in education or training services, or in unsubsidized employment during second quarter after exit.
2. Retention: The percentage of program participants who are in education or training services, or in unsubsidized employment during fourth quarter after exit.
3. Initial Earnings: The median earnings of participants in unsubsidized employment during the second quarter after exit.
4. Credential Attainment: The percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within one year after program exit.
5. Progress Toward Goals: The percentage of participants who during a program year are in education that leads to a recognized postsecondary credential or employment and who are achieving measurable gains toward those goals.
7. The indicators of effectiveness in serving employers. There is no specific metric established at this time – awaiting final WIOA regulations.

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

Coordination of programs and services with regional economic development providers is currently happening through:

- Economic Development Representatives serve on the Local Workforce Development Boards (LWDB).
- Local Workforce Development Area (LWDA) staff serve on Regional Economic Development Boards and local EDAs.
- Staff are members of the Southwest Minnesota Economic Development Professionals Collaborative.

- LWDA staff regularly inform DEED economic development representative of economic development opportunities and/or concerns in the region.
- DEED economic development representative reaches out to LWDA staff for input and assistance as needed.
- LWDA staff provide input into the Comprehensive Economic Development Strategy (CEDS). The SC workforce board is the review board for the Region 9 CEDS.
- Regional Economic Development Boards and local EDA's provide input into the Regional and Local Workforce Development Plans.
- Economic development representatives partner with LWDB on regional and local workforce development and career exploration events.

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

The LWDA's in Region 5 work closely together and have a number of joint costs arrangements, especially in the administration of joint grants and initiatives. They include:

- Jointly supervise and direct Regional Career Counseling Coordinators in South Central and Southwest Minnesota. Southwest Minnesota Private Industry Council (SWPIC) is the fiscal agent for this funding and subcontracts with South Central. As fiscal agent, SWPIC is responsible for fiscal and data management on behalf of the region.
- Jointly staff and pay for the development of infographics for the region. Staff from LWDA's #6 and #7 work jointly to promote infographics on social media and are working on providing these infographics in other languages. Currently infographics are available in English and Spanish.
- Pooling resources to provide joint professional development opportunities for staff, especially focused on equity training. As a region, we have contracted with the Rochester Diversity Council to conduct an IDI assessment and based on assessment results will provide a series of trainings customized for our region.
- We have successfully responded to grant opportunities as a region. For each grant we identify which local workforce development area will be the fiscal agent. The fiscal agent is then responsible for accounting and data management on behalf of both local areas.
- As part of grant management, when one local area is overspending or underspending, we shift funds between the local areas to meet the needs of the region.

- As part of grant management, we jointly conduct local monitoring of the grants as well as participate in state monitoring jointly.
- Under this new regional plan, we will be exploring the pooling of funds to provide joint marketing for the region and specific initiatives such as career pathways.

We have developed a regional support service policy to coordinate and provide consistency in the provision of support services in the region including transportation. In addition, transportation, childcare, and housing are issues identified during regional workforce development planning sessions. These issues will take a coordinated effort in our local areas and regions. We will continue to work closely with regional partners including economic development, chambers, community partners, etc. to address these regional workforce development issues.

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

The Southwest Minnesota Local Workforce Development Board (LWDB) is responsible for the designation of the CareerForce locations within Local Workforce Development Area (LWDA) 6. Due to the large geographic area of LWDA 6 (14 counties), and the challenge to meet the needs of the area's customers effectively, the Board has established CareerForce locations in Marshall, Montevideo, and Worthington. The CareerForce locations in LWDA 6 are staffed by the core partners:

- WIOA Title I Adult, Youth & Dislocated Worker - Southwest Minnesota Private Industry Council
- Wagner/Peyser Employment Services – DEED Job Service
- DEED Vocational Rehabilitation Services
- DEED Veteran's Services
- DEED Reemployment Assistance (REA)
- Minnesota Family Investment Program (MFIP) - Southwest Minnesota Private Industry Council
- Supplemental Nutrition Assistance Program (SNAP) Employment & Training - Southwest Minnesota Private Industry Council
- Pathways 2 Prosperity Partnership Team (P2P) - Southwest Minnesota Private Industry Council
- Social Security Administration employment and Training Programs (Ticket to Work) - Southwest Minnesota Private Industry Council

Staff are based at the sites on a full-time or an itinerant basis.

Adult Basic Education (ABE) Staff are also available at the CareerForce locations as follows:

- Montevideo - ABE Staff are located in the local community and available to provide service at local Location as needed.
- Marshall - ABE Staff are located in the local community and available to provide service at local Location as needed.
- Worthington – ABE Staff are located in the local community and available to provide service at local Location as needed.

LWDB 6 maintains compliance with the DEED WorkForce Location System Certification Standards policy for Comprehensive, Affiliate and Specialized Stand Alone Locations at each of the three locations.

Specialty service sites will continue to be available throughout the local area including human service offices; city halls; libraries; K-12 locations; college campuses; and others as identified by customer need. The specialty sites are staffed by local partner staff on an itinerant basis as needed.

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

Connectivity and coordination among the sites occur on a regular basis through a variety of methods including, but not limited to:

- Core staff provide career services at the LWDA CareerForce locations on a regular scheduled basis (8 a.m. – 4:30 p.m.). Specialty/itinerant locations are staffed on a regularly scheduled or as needed basis. This provides the staff the capacity to communicate and coordinate services to meet customers' needs and alleviate barriers for the customers.
- Staff from the following partners/programs provide itinerant services throughout the LWDA: Management Staff; DEED Job Service; DEED Reemployment Assistance (REA); DEED Vocational Rehabilitation Services; Southwest Minnesota Private Industry Council (WIOA Adult, DW, Youth; MFIP; SNAP E&T; and Ticket to Work); Pathways 2 Prosperity Partnership Team (P2P); DEED Veteran Services and others as deemed necessary and available.
- Management Team meetings - conducted on a regular basis to assure operations and services are in compliance with rules & regulations and are meeting customer expectations and quality service is being provided.
- Joint Partner Staff meetings - held monthly; the meetings provide opportunities for cross-training and open communication and sharing on matters impacting the local location, as well as overall LWDA issues.
- Job Services Management Team/One-Stop Operator - includes management staff from core partners; meets monthly to review customer and business needs and exchange information.
- Pathways to Prosperity (P2P) Partnership Team - meets monthly for purposes of planning, review of existing career pathways programs; evaluation of business needs; and review of grant opportunities; and
- Staff Development Opportunities – Location and partner staff support shared training opportunities as a method to assure professional development for staff, so they have the relevant information and expertise to meet the needs of consumers and overall operations.
- Representation of the core partners on the Southwest Minnesota Workforce Development Board.

Southern Minnesota Professional Staff Development Team – has been in existence for approximately seven years and is a collaborative initiative of the four southern LWDA's in southern MN. The southern LWDA directors recognized the need for formal and localized professional development for staff with the end result being the development of the Southern Professional Staff Development Team. This concept has allowed local staff to share best practices, interact with others with similar roles, and build a network of workforce development professionals. The team provides All-Staff Training Days on a biennial basis for partner staff across the southern portion of Minnesota.

Additionally, the Southwest Minnesota Workforce Development Board will identify a One-Stop Operator through a Request for Proposal process as required by WIOA/DEED.

The One-Stop Operator agreement delineates the responsibilities and duties of the One-Stop Operator, including connectivity and coordination among the physical sites. One-Stop Operator responsibilities include:

- Provide leadership for local CareerForce locations on-site operations, space configuration, customer flow and integration of services.
- Maintain appropriate and updated publicly posted ADA posters, ensure building accessibility meets requirements and develop/address safety plans/requirements.
- Address building/facility needs, including recommending solutions related to growth and space utilization.
- Promote CareerForce program services, internally and externally.
- Participate in partner meetings.
- Participate in CareerForce location certification process.
- Report operational updates and outcomes to the Southwest Minnesota Workforce Development Board as requested.
- Support and develop networks between workforce, economic development, education, and community groups.
- Create and maintain a welcoming and professional CareerForce environment.
- Facilitate inclusive services and operating environment.
- Ensure career lab area and reception staff are trained and provide quality customer services to job seekers and employers.
- Participate in the evaluation of customer needs and satisfaction to continually refine and improve service strategies.
- Participate in the development and sign the Memorandum of Understanding (MOUs) and infrastructure funding agreements (for example, cost allocation plans, office closing policies, dress codes, holiday scheduling, etc.).
- Be knowledgeable of the mission and performance standards of all partners and facilitate/participate in cross-training among staff.
- Comply with all WIOA and MN DEED regulations and policies governing the operations of a one-stop location.

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

The workforce development area works hard to develop and strengthen collaborative partnerships with the belief that together we truly achieve more. The core CareerForce partners work collaboratively with employers, Adult Basic Education, higher education, Southwest West Central Service Cooperative, secondary and charter schools, economic development agencies, regional development commissions, chambers, counties, CAP agencies, libraries, Upper and Lower Sioux Tribes, local units of government, community-based organizations, community leaders, and more. A memorandum of understanding has been developed to define roles and responsibilities of the required WIOA partners.

Partners and other stakeholder organizations, not physically located in the CareerForce locations, regularly partner with cross-referrals, providing comprehensive services and implementing special projects and events. They are also partners in serving on the board and committees. Two examples of partnering include the delivery of the areas career pathways programs and the Career Expos which provide 1000+ students opportunities to explore careers with local businesses.

To ensure connectivity and coordination, service providers regularly:

- Provide cross-referrals of eligible participants for services.
- Meet to plan and coordinate services and events.
- Share important information on services, service delivery, best practices, meeting minutes, announcements and more.

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 LWDB utilizes these strategies to maximize services and access to services:

- WIOA Partner staff are based at Human Service offices on regularly scheduled basis.
- WIOA Partner staff are located at MNSCU campuses.
- Provide support services such as gas cards to customers, as eligible, to reduce barriers to accessing services.
- Build greater access to online services through partnering with a refurbished laptop giveaway program, launching a laptop loan program, purchasing necessary equipment/internet service, and providing digital literacy training.
- Provide services in local communities and at special locations such as: treatment locations, jails, schools, Chamber, libraries and other civic organization events and other appropriate locations/events as a means to reach underserved and special populations.
- Provide interpreter services, as needed; and

- Maintain strong partnerships with community based organizations that provide complimentary services to address unmet needs.

Opportunities for expansion to strengthen access to services are reviewed and discussed at the management team level, shared with staff for input and practical application, and moved to Board level for final analysis and approval for implementation as appropriate. Expansion options may include, but not be limited to:

- Review and consideration of non-traditional office hours and potential implementation at the CareerForce locations.
- Work with culturally/ethnic focused community-based organizations to review opportunities to offer programming and services for special populations and/or in locations such as: housing units; community locations, libraries, etc.
- Conducting workshops and Job Fairs at locations other than CareerForce locations and potentially expanding to other area communities.
- Review and consider opportunities to partner with business to reach the under-employed and incumbent workers; develop and/or expand career pathway and incumbent worker training to provide opportunities for employee advancement; and
- Build upon and expand marketing strategies (including social media) to increase awareness of Southwest Minnesota and local career opportunities.

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 Career Services are available at the three CareerForce locations and are defined in TEGL 3-15:

- Basic Career Services include eligibility; outreach; intake and orientation; initial assessment; workshops, labor exchange services and information; program referrals; performance and cost information; Unemployment Insurance information; financial aid information; and information to the availability of support services.
- Individualized Career Services include comprehensive and specialized assessments of skill levels and service needs; development of individual employment plan; group and/or individual counseling and mentoring; career planning (case management); short-term pre-vocational services; internships and work experiences linked to careers; workforce preparation activities; financial literacy services; out-of-area job search and relocation assistance; English Language Learner services; and integrated education and training programs.
- Follow-Up Services will be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

- The Resource Area - located at each of the three CareerForce locations in LWDA 6, provide an online avenue for business and job seekers to access multiple tools related to career services. Similarly, this information is also available at local libraries, human service agencies and other locations with public internet access. Online career services information such as labor market information, career assessments, and other services can be located through various online sites including but not limited to: DEED's website (www.CareerForcemn.com); Southwest Minnesota Private Industry Council's website; Career Profile; Southwest Minnesota Adult Basic Education website; financial literacy site; NorthStar Digital literacy; and others. In addition, the three Locations have assistive technology with trained personnel to assist individuals with disabilities as needed.

WIOA Career Services are provided at each of the locations through the core CareerForce partners including Wagner Peyser, Vocational Rehabilitation Services and Southwest Minnesota Private Industry Council WIOA Title I. A Memorandum of Understanding also delineates across the partnership and WIOA titles the providers of career services.

To address the barriers to service access, WIOA Career Services are not only offered in the CareerForce locations, but throughout the region at various partner locations including school districts for youth. With the onset of COVID, services are also being offered remotely. Interpretive services are available for non-English speaking customers and services are often customized to best meet the needs of the customer. The LWDA is also partnering to provide free refurbished laptops and created a laptop loan program for eligible participants to better address the need for computers and internet access to successfully complete employment and training goals.

The Southwest Minnesota Workforce Development Board reviews service levels and outcomes for individuals with barriers to employment on an annual basis. The Regional and Local Plan articulates a focus on serving individuals experiencing employment disparities and will review processes and services to ensure that all elements of Career Services are readily accessible to all populations including youth and individuals with barriers to employment or service access.

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 portions of rural LWDA 6 since the WDA experiences pockets of limited broadband and connectivity. Federal, state, and local resources are being targeted to address the issue of broadband, connectivity, and affordability in respect to technology. Understanding the needs of both job seekers and business is critical to assuring that job seekers and businesses in southwest Minnesota area can compete locally, at the State level, as well as national and international levels.

From the strategic perspective, the LWDB understands the need to leverage technology to provide services and ensure compliance with accessibility standards. The multi-generational make-up of today's workforce requires a new look at the wide range of needs, abilities, and preferences when it comes to learning and gaining access to materials and information using technology.

LWDB 6 recognizes that due to the significant financial investment of bringing technology to scale in LWDA 6, the Board will work with the State (DEED), as well as at the regional and local level to enhance online access for services.

To address individual needs, job seekers access to technology and digital literacy skills are assessed and addressed. Digital literacy training is available through Adult Basic Education. In addition, Adult Basic Education, MNSCU campuses and other education training providers, offer online workshops and training opportunities for customers, which allows customers the ability to access online career education at a local level with minimal travel expense. Free refurbished computers are available in Lyon county and the Southwest Minnesota Private Industry Council started a Laptop Loan Program for SNAP E&T participants. Computers may also be purchased for customers who are enrolled in training programs requiring a computer for classes. Service providers do what they can to ensure customers have access to the technology they need to achieve their employment and training goals.

Services can be delivered in varies ways including in-person, over the phone/text messages, or online. Interpreters and/or adaptive equipment is available when needed. The LWDA is an early implementor of MFIP Connect and will also implement WF1 Connect in all the programs when it becomes available.

LWDA 6 staff are exploring the option of an online customer application, as well as other online materials. The Southwest Minnesota Private Industry Council's website (www.swmnpic.org), DEED's website (<http://mn.gov/deed/>) and www.CareerForcemn.com host an array of labor market and career information and provide links to other relevant sites.

Social media and virtual learning options have expanded greatly since COVID with the development of virtual tours of local employers and the first ever virtual Breaking Traditions career exploration event. These options will continue to be incorporated and expanded to varying degrees throughout LWDA 6 services and most notably in the youth services area.

Compliance with accessibility standards are addressed by:

- Review and update locally developed hard copy materials and online documents and services, to assure the materials meet the accessibility standards outlined by DEED policy.
- Continue to provide accessibility equipment and software within the resource areas at the CareerForce locations.
- Participate in an annual on-site accessibility review by DEED to assure that LWDA 6 is in compliance with the established DEED accessibility standards. Assure that identified corrective action is completed on a timely basis.

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.

Support Services is a critical component of assuring that program participants can overcome identified barriers, such as childcare, transportation, housing, and other needs. Addressing and assisting the customer with meeting the identified needs is one of the first steps toward self-sufficiency. Staff work with each individual to identify their needs and then look to assist customers with a comprehensive package of resources (including support services).

Through cross-training of CareerForce partner staff, it is assured that the core partner staff have a broad understanding of available partner resources and community resources available. Monthly staff meeting with all partners within the CareerForce location and guest speakers from community collaborators help facilitate this knowledge sharing. Staff work together to avoid duplication of services and maximize all available resources for the benefit of supporting the customers' path to self-sufficiency.

Support services available through the CareerForce core partners and community resources include:

- Transportation
- Childcare and Childcare Resource & Referral
- Housing
- Work Related Clothing and Tools
- Emergency Assistance
- Food Shelf
- SNAP
- Fuel Assistance
- Weatherization
- Head Start – both early and standard
- Computers and Hot Spots - A regional policy has been developed for the purchase of computers/technology for customers.

A regional policy has been developed for the provision of support services in our WDA.

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

The local board will train its own staff on infrastructure funding requirements and protocols for addressing discrepancies using WIOA policies, state policies and material to be jointly developed in partnership with the Minnesota Association of Workforce Boards. The local board will rely on the existing Memoranda of Understanding, WIOA and state policies, and internal audit processes to address any serious compliance issues.

In compliance with all WIOA and state policies, local IFAs are developed and negotiated amongst partners to identify a fair and equitable method to disburse shared costs at CareerForce locations for co-located partners/programs. Shared costs include items such as staffing of the career labs and reception, and infrastructure costs such as space, telephone, and data lines. Costs may be allocated based on staffing levels of each partner and customer data through the Customer Registration System and Workforce One.

Required partners that are not co-located at CareerForce locations are also contacted for their contribution to the IFAs. These partners may contribute to the IFA through cash, in-kind or third-party contributions.

Once the IFAs are completed, all required partners sign the final document.

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.

As outlined in the contract with the local board, the One-Stop Operator will train providers and ensure that they fully participate in infrastructure funding requirements and with aligning service delivery in each of the one-stop locations. The one-stop operator will provide the local boards will information detailing what different Titles spend on their infrastructure and how services are aligned within each CareerForce location. Service alignment is required of partners and issues will be addressed through the Memoranda of Understanding; WIOA, state and local policies; and with regular communications with the partners.

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 Southwest Minnesota Workforce Development Board, with the agreement of the Joint Powers Board, has the responsibility to ensure that the Partner Memorandum of Understanding (MOU) is developed in accordance to WIOA and state policies and that the commitment of resources from all required and participating partners be clearly defined. Partners reviewed the document and provided feedback before signing the final document.

As outlined in WIOA law, the MOU contains, at a minimum, the following elements:

- List of all parties to the MOU.
- A list of the comprehensive and affiliate One-Stops in the local area.
- Agreement period – maximum of 3 years.
- Partner responsibilities.
- All parties to the agreement must ensure at a minimum that they will:

- a) Make their career services available to individuals through the area's One-Stop delivery system.
 - b) Share in the costs of the one-stop system.
 - c) Remain as a party to the MOU throughout the agreement period.
 - d) Participate in the operation of the one-stop system as agreed to in the MOU.
 - e) Provide priority of service to Veterans.
 - f) Comply with WIOA regulations as well as all applicable federal, state, and local laws, rules, and policies.
- Description of services to be provided through the one-stop delivery system including list of services and how the services are delivered to customers in the one-stop system.
 - Methods of referral; and
 - Agreement on how the costs of the services and the operating costs of the system will be funded.

The local Infrastructure Funding Agreements (IFAs) are an addendum to the Memorandum of Understanding which delineates each required partners/programs' commitment of resources.

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

As a partner in Regional Workforce Development Area #5, the Southwest Minnesota Workforce Development Board and region has adopted the state's vision statement:

The vision of Regional Workforce Development Area #5 is a healthy economy where every Minnesotan has meaningful employment and a family-sustaining wage, and employers are able to fill jobs in demand.

This vision aligns with the state's priorities and expresses our intent to "leave no populations behind", ensuring all individuals have the resources and services they need to make informed career choices, obtain the skills necessary to compete for demand occupations with family sustaining wages, based on sector-based career pathway approaches that meets employers' needs for a skilled workforce.

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

In order to accomplish the vision above and in response to regional priorities identified by local stakeholders, RWDA #5 has identified five goals:

1. Address the shortage of skilled workers through sector-based career pathway approaches.
2. Increase program outcomes for individuals experiencing employment disparities through culturally competent services. (Populations experiencing

disparities in the region include communities of color, individuals with disabilities, ex-offenders, and youth)

3. Enrich and grow partnerships with local school districts to increase career awareness and career counseling opportunities for students and parents.
4. Increase employer engagement that expands the talent pipeline through sector-based partnerships, career pathways, career awareness opportunities and work-based learning activities.
5. Align administrative processes between South Central and Southwest workforce boards.

This vision and goals will be accomplished through our employer-led boards and sector-based career pathway partnerships. In order to compete for high growth, high demand jobs that pay a livable wage, our target populations need to acquire the skills and industry-recognized credentials required by employers in high-demand industries. The vision and goals will address the needs of the identified target populations by providing pathways to skill training that leads to stackable credits, credentials, and the skills necessary to compete for employment in high-demand industries that lead to self-supporting wages and also meets the needs of employers for a skilled workforce.

In addition to addressing the priority issues identified by our regional stakeholders, these goals also align with the goals of the state to: 1) reduce educational, skills training and employment disparities based on race, disability, gender, or disconnected youth, and 2) build employer-led industry-sector partnerships that expand the talent pipeline to be inclusive of race, disability, gender, and age to meet industry demands for a skilled workforce.

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

Annual WIOA Performance measures are negotiated with DEED on an annual basis. WIOA Law outlines the following primary indicators:

WIOA Adult and Dislocated Worker Programs

8. Initial Employment Indicator: The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program.
9. Subsequent Employment Retention: The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
10. Initial Earnings: The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
11. The indicators of effectiveness in serving employers: There is no specific metric established at this time – awaiting final WIOA regulations.

12. Credential Attainment: The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent (subject to clause 4 (iii)), during participate in or within one year after exit from the program. This includes the attainment of a high school diploma or equivalence; pathway license, industry certification, or apprenticeship certificate; pathway certificate and diploma; or pathway associate degree attainment.
13. Skill Gain: The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skills gains toward such a credential or employment.

WIOA YOUTH & YOUNG ADULT PROGRAMS

6. Entered Employment, Education or Training: The percentage of program participants who are in education or training services, or in unsubsidized employment during second quarter after exit.
7. Retention: The percentage of program participants who are in education or training services, or in unsubsidized employment during fourth quarter after exit.
8. Initial Earnings: The median earnings of participants in unsubsidized employment during the second quarter after exit.
9. Credential Attainment: The percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within one year after program exit.
10. Progress Toward Goals: The percentage of participants who during a program year are in education that leads to a recognized postsecondary credential or employment and who are achieving measurable gains toward those goals.
14. The indicators of effectiveness in serving employers. There is no specific metric established at this time – awaiting final WIOA regulations.

The WIOA performance indicators above are aligned with the goals and services of the career pathway system approach for LWDA 6.

- 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 established MOU is the master document that identifies each partner's responsibilities related to the core programs and aligning resources.

In addition to regular partner meetings; REA services offered at the CareerForce locations; business and partner involvement in identification of career pathway training needs; membership on the local LWDB; job fairs and other special events that provide customers (youth, adults and individuals with barriers) with career options and employment; partnering on work-based learning opportunities for

customers; partnering when appropriate on customer education plans and others are all examples of strategies that are used to carry out the core programs and align resources to achieve the strategic vision and goals of the local board.

LWDB 6, in alignment with our regional partner, LWDB 7, will continue to identify best practices and develop a regional work plan outlining the opportunities to work collaboratively to assure that core programs are aligned with resources throughout the region.

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.

LWDA 6 has an effective and professional relationship with the Carl D. Perkins Career and Technical Education secondary and post-secondary providers. Our partnership and programs have been highlighted as a best practice at statewide CTE conferences.

The LWDB Youth Standing Committee aligns multiple agencies and partners with the following identified common goal: “To work in partnership to ensure youth have access to the services they need to become self-sufficient and successful.”

The Carl Perkins staff are members of the Southwest Minnesota Youth Standing Committee, which provides for continued and expanded alignment and leveraged funds between the workforce development system and the Carl Perkins Career and Technical Education programming. As the workforce partner, we contribute labor market information to help inform on key industries and demand occupations in the region as well as align our workforce goals with Carl Perkins priorities and goals. We also fill the role of the intermediary between school and employer, coordinating exploration activities, work-based learning opportunities and working to better align curriculum with the needs of employers.

The local youth staff work directly with the local school districts and Career and Technical Education partners with the goal for student’s to increase: 1) knowledge and understanding of career and educational opportunities; 2) marketable experiences and technical skills through career pathways training and work-based learning opportunities such as job shadows and internships; and 3) social capital leading to higher wages and lower student debt while developing an essential talent pipeline for local employers.

The partners of the Youth Standing Committee and others hold annual collaborative events and activities in LWDA 6. Examples of annual collaborative activities/events/services between LWDB, Carl Perkins and other entities to align with programs of study are:

- Youth & Adult Career Pathway Project – Marshall: The Southwest Minnesota Career Pathway Partnership, in collaboration with the Marshall Area Technical Education Location (MATEC) has established career pathway training opportunities in both healthcare and welding on-site at the MATEC Location. The program is open to both youth and adults. This unique opportunity of bringing youth and adults together in the same learning environment has proven

to be a very successful model.

- The *Southwest Minnesota Workforce Development Board Career Expo* is held annually in the fall at the college campuses of Southwest Minnesota State University–Marshall and Minnesota West-Worthington. The event provides valuable career and education information to high school students, plus highlights businesses and occupations in our communities. The expo serves around 2000 students and 36+ schools annually. Nearly 300 volunteers and 50+ businesses along with the following partners make the event a great success every year.
 - Minnesota West Carl Perkins Consortium
 - Southwest Minnesota Private Industry Council
 - Minnesota West Community and Technical College
 - Southwest Minnesota State University
 - SW/WC Service Cooperative
 - DEED Business Services
 - Worthington Area Chamber of Commerce
 - Marshall Area Chambers of Commerce
 - Marshall, Montevideo, and Worthington CareerForce locations
 - Department of Employment and Economic Development

Annually, exhibitors, teachers, and students evaluated the event as a valuable opportunity to expose students to career opportunities in Southwest Minnesota.

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

The local board and entities providing the core programs are all dedicated to expanding access to services and employment opportunities. Increasing program outcomes for individuals experiencing employment disparities or who have barriers to employment is a primary goal of this regional and local plan. Even though the current outreach system in LWDA 6 is extensive, it is recognized that there are opportunities to provide expanded focus on specific targeted populations and individuals facing structural barriers to education and employment. Standard outreach practices will continue to all populations with an enhanced effort to populations of people with barriers to employment based on language, culture, and individuals with disabilities.

To address this goal, LWDA staff will individually identify and address barriers to access, including transportation, English skills, disabilities, and more. A review of current practices and resources in addressing the barriers will be done as well as working to implement new practices and resources where needed. Policies and procedures will also be reviewed. Other strategies to address access to services include engaging ethnic communities in the planning and implementation of services

and training the board and staff in the cultures and traditions of participants. These strategies will also be used to address access for individuals with disabilities.

Along with DEED Vocational Rehabilitation Services and State Services for the Blind, LWDA 6 also offers Pre- Employment Transition Services, Ticket to Work, and SOARS services for individuals with disabilities. All program participants who are eligible are referred to these specialized services and resources.

To provide greater access to employment for all populations with barriers, LWDA provides customized job search assistance and facilitates on-the-job training and other work-based learning opportunities. These are proven practices that expand access to employment. Employer outreach and education on these opportunities is a focus area of staff. Staff meet regularly to coordinate employer outreach and relationship building resulting in more employment opportunities for program participants.

- 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.

As stated in WIOA Section 680.900 – LWDB #6 requires that resources and service coordination occur in the local area. LWDA #6 will provide clients with information related to partner and community resources which may be able to assist in helping alleviate the individual's barriers. The LWDA designated counselor, or case manager, will make the appropriate referral to partner and community organizations when a need for support assistance is identified during the individualized employment plan development. This will ensure that all potential resources have been considered in addressing the needs of the client.

The current referral process will be reviewed and updated, as necessary, to assure that the document/process is still a relevant, comprehensive, and usable tool. In addition, it will be reviewed to assure that it meets requirements to expand access to supportive services through other partnering agencies.

The concept of the Integrated Resources Team is utilized when more intensive services is deemed beneficial by the participant and community partners – the IRT method aligns all appropriate partners, providing the ability to leverage and maximize support resources and reduce the potential of duplication.

Cross training, as well as presentations at joint and all-staff meetings assure all partner staff are familiar with resources throughout the LWDA.

Partner staff regularly provide information to civic organizations, community-based organizations, and others to assure knowledge of resources is comprehensive throughout the region.

WIOA Title I support service assistance to a customer is determined by the unmet need of a client. When the WIOA Title I provider cannot assist the customer with needed support services, appropriate referrals are made.

As outlined in TEGL WIOA 3-15, support services may include, but not be limited to:

- Transportation
- Child Care/Dependent Care
- Housing or rental assistance
- Counseling: personal, financial, legal
- Emergency financial assistance
- Emergency health insurance
- Tools and clothing
- Other

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

The Southwest Minnesota Workforce Development Board has been a leader in the development of the career pathway system in LWDA 6 for more than ten years. Under WIOA, we have expanded career pathways to a regional approach working closely with the Southwest MN WDA in the continuation and expansion of our career pathway programming. Throughout that period, the system has been refined and adapted to meet the evolving needs of businesses and job seekers in the region, as well as incorporating best practices and lessons learned. The LWDB will continue its focus on the development of the pathway system, with an emphasis on those pathways that lead to high demand jobs that provide family-sustaining wages. We currently have developed career pathways for the agriculture, construction, health care, manufacturing, and transportation industries.

The career pathway structure is the foundation of many of the training opportunities in the region that help individuals with challenges to develop the marketable skills and credentials they need to become self-sufficient. A key component of the career pathway system in the region is to include opportunities for college credit and/or industry-recognized credentials throughout the system. Activities are offered to all participants that lead to portable, stackable credentials that provide the framework for success on a career path.

The LWDB will expand partnerships with businesses to continue to get their input on the pathway systems within their industries and identify the various on and off ramps for individuals to connect to those pathways. Through the leadership and support of the LWDB, the career pathway system will continue to develop and grow in the region.

To meet the needs of the region, as well as to be sustainable, partners and systems collaborate. This collaboration includes not only working together but blending and braiding available resources. Individuals will be co-enrolled as appropriate in multiple funding sources, to best meet the needs of the individual, as well as to stretch limited resources. An example of this would be to co-enroll an individual that meets the criteria in WIOA Title I, Pathways to Prosperity, and SNAP Employment and Training. Each of the funding sources could provide different resources, all serving to help the

individual attain their employment goals. In addition, the individuals are provided other needed supports through Adult Basic Education and other education and community-based organizations as they move along their career pathway.

Another example is the developing opportunities that combine youth and adults into a career pathway training setting – thereby providing multi-generational education settings for the learners and better ensuring the class size is large enough to be cost effective. Southwest has worked with local secondary locations (Marshall MATEC; Lac qui Parle Valley; and Worthington) to provide these learning opportunities in Certified Nursing Assistant, welding, CDL and other trainings.

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.

Engagement of employers is critical to the success of the WIOA system in LWDA 6. Methods of engagement will include, but not be limited to:

- Private sector members make up over 50% of the LWDB. The members represent key industries in the local and regional area including manufacturing, healthcare, agriculture, financial services, and others.
- Employers participate in our regional planning sessions providing input on workforce issues and opportunities and identifying workforce priorities for the region.
- Employers are actively involved in the career pathway planning process by assisting with identifying training needs and curriculum development. In addition, employers are engaged in the training, provide a training site, and offer work-based learning opportunities for youth and adults.
- Employers serve on advisory boards with the post-secondary partners in the region and provide input on workforce development and training needs.
- Our Workforce Strategy Consultant, Rehabilitation Services Employment Specialists, Wagner Peyser and Local Veterans' Employment Representatives provide outreach to employers and assist with their hiring and retention needs.
- Employers/Chambers have been very engaged in the annual Southwest Minnesota Career Expo events held in Marshall & Worthington and other career exploration events throughout the region, both in planning and participation at the events. In addition, Chambers provide opportunities in their communities for youth job shadow experiences, tours, and internships for high school credit.
- Employers provide work-based training for adults and dislocated workers through on-the-job training, internships, apprenticeships, and transitional jobs (work experience). In addition, employers provide work experience and internships for youth.
- Employers participate in a number of job fairs held throughout the year that provides employment opportunities for job seekers.
- Providers also engage with employers through local Chambers of Commerce.

With the skilled labor shortage, employers are very interested in attracting new employees and retaining current residents. Employers are currently motivated to be engaged with workforce development. Staff report great interest from employers in learning about Labor Market Information and competitive wages for the positions locally and across the state/nation.

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.

LWDB 6 is key to planning workforce development strategies for the region. The board identifies economic and business trends, develops community linkages and partnerships, and provides a focus on system outcomes. Through a sector-driven, data-informed approach, the local board focuses on the key industries in the region, working with businesses to identify needs and challenges within those industries. The local area board develops strategies and provide leadership to increase business awareness of the workforce development system's role and resources for the region.

Strategies include providing salary survey and labor market information, state, and federal resources available for hiring and training staff, educational workshops and events, input on career pathways occupational training, and opportunities to engage with youth through career exploration events, classroom instruction, job shadows, and internships.

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

Coordination of programs and services with regional economic development providers is currently happening through:

- Economic Development Representatives serve on the Local Workforce Development Boards (LWDB).
- Local Workforce Development Area (LWDA) staff serve on Regional Economic Development Boards and local EDA's.
- Staff are members of the Southwest Minnesota Economic Development Professionals Collaborative.
- LWDA staff regularly inform DEED economic development representative of economic development opportunities and/or concerns in the region.
- DEED economic development representative reaches out to LWDA staff for input and assistance as needed.
- LWDA staff provide input into the Comprehensive Economic Development Strategy (CEDS).

- Regional Economic Development Boards and local EDA's provide input into the Regional and Local Workforce Development Plans.
- Economic development representatives partner with LWDB on regional and local workforce development and career exploration events.

The LWDB board continually works to expand and strengthen existing relationships and partnerships.

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

LWDA 6 has a Re-Employment Services and Eligibility Assistance (REA) representative based in the area. The REA representative conducts regularly scheduled Unemployment Insurance (UI) workshops in each of the three CareerForce locations. Participants in the sessions are provided information on the various programs/services available through location partners as well as other community services. Participants are encouraged to schedule an appointment with the Dislocated Worker Program Specialist at the end of the session.

When information regarding large layoffs becomes available, whether through the local staff (Dislocated Worker staff or through DEED Rapid Response) that information is shared immediately with all key staff within the LWDA, so immediate procedural steps can be employed.

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.

Our local CareerForce locations provide services for individuals interested in entrepreneurship through our continued partnership with local agencies providing entrepreneurial services. Individuals interested in entrepreneurship are referred to local partners for services depending on their need and location. CLIMB (Converting Layoffs Into Minnesota Businesses), allows dislocated worker providers to offer entrepreneurial training, business consulting, and technical assistance to dislocated workers who wish to start their own business without impacting performance results. The Small Business Association located at the Southwest Minnesota State University and the Southwest Initiative Foundation are also great resources.

Workforce partners provide the full-compliment of program services as appropriate in collaboration with entrepreneurial services including supporting training plans and support services.

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

Continuous improvement and staff development is critical to the system for success. The LWDB supports staff development through a variety of activities, including but not limited to:

- Annual review of program outcomes
- Customer satisfaction surveys and focus groups
- Monthly joint partner staff meetings
- Work in partnership with DEED's monitor team for technical assistance and related trainings
- Sharing of best practices through our regional partnership with South Central Workforce Council
- Southern MN Professional Development Network - we address training needs we have in common across the four local WDAs in Southern Minnesota as well as share best practices in service delivery.
- Rural youth providers meet to discuss implementation of youth programs and to share best practices.
- DEED and other State and National Sponsored Workforce Trainings
- National Association of Workforce Board, Minnesota Association of Workforce Board, and Minnesota Social Service Association training
- Quarterly Staff Development Days
- Specific Trainings including but not limited to:
 - Labor market information and tools
 - Reception and Resource Area Training and Certifications
 - National Career Readiness Certificate
 - Minnesota Performs and Roster Training
 - Services to individuals with disabilities
 - Individual Intercultural Development Assessments and Equity Training
 - Veterans services
 - WorkForce One
 - Assessment tools
 - Rapid Response Process
 - TAA Training
 - Opportunities for ex-offenders
 - Customer registration system

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

Through its relationships with local employers, the LWDB identifies industry needs for workers with specific skills, education, and credentials. The board works with eligible training providers to ensure that educational and training opportunities are available to help individuals gain those skills and meet employer needs. Career Pathways training options will continue to be developed with the involvement of business to better define need and design programming and curriculum to better meet the local employer needs.

The board acts as a convener, bringing together the stakeholders and facilitating the process of ensuring that the employment needs of employers, workers, and job seekers are met. Marketing to businesses will focus on opportunities, including, but not limited to on-the job-training, incumbent worker training, customized training, apprenticeships, transitional jobs, and career pathway opportunities. Staff will continue to promote the state job bank (www.minnesotaworks.net) with business and job seekers.

Workers need career advancement/career laddering opportunities. They need opportunities to increase their skills so they can not only maintain employment but move up the career ladder and obtain higher skilled/higher wage jobs. Workforce strategies that address worker needs include incumbent worker training, customized training opportunities, evening and online training, and worker/employer professional development opportunities.

“Employability skills” development and/or lack of on the part of job seekers continue to be an area of concern expressed by business. An assessment of job seeker’s employability/essential job skills is conducted and if needed, job seekers are able to learn the essential job skills employers are looking for through a new versatile curriculum we are implementing. Training options include in-person, virtual or a hybrid of training opportunities.

Many job seekers - whether it be the first-time job seeker, the dislocated worker who had not looked for work in years, or someone who needs help overcoming a barrier to employment - needs basic job search assistance. Creative Job Search and Resume Writing classes are provided at each CareerForce location and online. In our career labs, job seekers have access to computers, telephones, copiers to conduct their job search. One-on-one assistance is also available in our career labs for individuals who need additional assistance with researching job opportunities, posting resumes, and completing on-line applications. In addition, job clubs and other ‘job seeker’ groups for special populations (such as MFIP; SNAP; etc.) are held throughout the LWDA to provide direction in this area.

Adult Basic Education/English Language Service providers are also critical partners in assuring that the employment needs of local employers, workers, and job seekers. ABE provides basic skills and digital literacy training and is actively involved in the Southwest Minnesota Career Pathways Partnership.

- 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.

LWDB 6 continues to explore the use of technology and other means to facilitate access to services, especially for rural areas of our WDA. The use of technology helps us to maintain contact with job seekers, provide case management services and provides easy access to services for those individuals who are able to self-serve. A positive outcome of the pandemic is the accelerated development and use of technology to continue services while our CareerForce locations are closed to the public.

Over the past year, we have expanded our services from requiring in person services to offering nearly every service through virtual means, including telephone, text messages, email, or Zoom meetings. CareerForce from Anywhere provides workshops open to the public with no eligibility requirements. All of DEED's workshops are available on the states YouTube channel 24 hours a day 7 days a week. We encourage individuals who do not have access to the internet, to access the online services through a local library, friend, or family member with internet availability. We also work with them over the telephone during regular working hours. We recognize that this is not a perfect solution and support the border-to-border broadband efforts of our state to close the gaps of accessibility. Staff do outreach to each CareerForce office on a regular basis when allowed. We are also encouraging innovative ways to connect job seekers to employers.

Strategies to facilitate access to services through technology and other means include:

- Assess job seekers' access to computers, internet, and digital literacy skills.
- Partner with programs such as ResQZone, a refurbished computer program in Lyon County that gives computers away to individuals in need.
- Allocate program funds to purchase computers and Hot Spots for use by customers. An example of this is the SNAP E&T Laptop Loan program.
- Partner with Adult Basic Education to provide digital literacy training and promote the use of Northstar Digital Literacy.
- Engage employers in a virtual format. This past year, we have worked with employers to provide virtual job shadows, virtual tours, and other career exploration activities.

- 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 6, are mandated to comply with section 188 of the Americans with Disabilities Act of 1990, regarding the physical and programmatic

accessibility of facilities, programs and services, technology and materials for individuals with disabilities including providing staff training and support for addressing the needs of individuals with disabilities.

On a statewide level 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. Staff have been trained in the use of the adaptive technology and on how to create accessible documents for all of our flyers and letters for services to ensure compliance and equal access. 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 located within the CareerForce Locations are available for consultation with other programs, should unexpected issues of accessibility occur. There is co-enrollment and collaboration 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).

A copy of the Memorandum of Understanding and the IFA for the comprehensive One-Stop Center in Marshall is attached. The MOU delineates the roles and IFA the resource contributions of each of the required partners of our CareerForce locations.

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

The full complement of adult and dislocated worker employment and training activities as required under the Workforce Innovation and Opportunity Act are available through our CareerForce locations in LWDA #6. Services available include:

Basic Career Services

Basic Career Services is provided by MN DEED –Job Service in Marshall and the Southwest Minnesota Private Industry Council (PIC) in Montevideo and Worthington. Job Service is uniquely positioned to provide these services as the Wagner Peyser provider and the PIC as the WIOA Title I provider. Basic Career Services are available to all individuals seeking services and includes:

- Eligibility determination.
- Outreach, intake, and orientation.
- Initial assessment of skill levels and supportive service needs.
- Labor exchange services including job search, job placement and provision of in-demand industry and occupation information and nontraditional employment

opportunities.

- Referrals to other programs and services.
- Provision of workforce and labor market information.
- Provision of performance and program cost information on eligible training providers.
- Provision of information on how the local area is performing on local performance measures.
- Provision of information on the availability of supportive services or assistance and appropriate referrals.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Provision of information and assistance regarding filing claims under UI programs.

Individualized Career Services

Individualized Career Services are provided by PIC for individuals receiving staff-assisted job search, work-based training, and classroom-training pathway.

Individualized Career Services include:

- Comprehensive and specialized assessment.
- Individualized employment plan.
- Group or individualized counseling.
- Career planning/case management.
- Short-term pre-vocational services.
- Internships and work experiences.
- Workforce preparation activities.
- Financial literacy services.
- Out-of-area job search.
- English language acquisition and integrated education/training programs; and
- Follow-up services.

The focus of career services is to provide individuals with the information they need to make informed career decisions, identify a career goal, assess their interests and aptitudes, and to develop a career plan that identifies the steps, resources, and services necessary to achieve their goal for meaningful employment in a demand occupation that pays a family-sustaining wage. One-on-one career counseling services focused on career pathways is critical to providing career and case management/navigator services and support services are especially vital for individuals experiencing barriers to employment and employment disparities.

An assessment of career services reveals that we have experienced providers that provide quality career services. However, our capacity to provide this level of intensive, one-on-one services is limited to funding available. It will be important to continue to support development of technology to provide these services for individuals that can self-

serve so we can focus limited resources on individuals who require more intensive services.

In addition, with our focus on serving populations experiencing employment disparities it will be important to engage other community resources to understand and address the unique needs of special populations.

Training Services:

Work-based learning and classroom training services are provided to align with their strong connection with area employers.

Training services include:

- Occupational skills training.
- On-the-job training.
- Incumbent worker training.
- Cooperative education programs.
- Private sector training.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs (work experience).
- Job readiness training.
- Adult education and literacy; and
- Customized training.

The focus of training services is to provide individuals with the skills they need for a career pathway in high demand industries and occupations that lead to a family-sustaining wage. Training is provided through work-based and/or post-secondary training that results in industry recognized, stackable credentials that leads to meaningful employment.

An assessment of training services reveals that we have developed strong partnerships for the development of career pathways. The health care and manufacturing pathways are well-developed. We need to continue to expand career pathway opportunities, increase employer engagement for work-based learning opportunities, continue secondary and post-secondary education alignment, increase community engagement for targeted populations, and continue to develop outreach strategies. Although communities of color are served well above their incidence in the population and have comparable employment results, we do see that this target population has lower average wage rates. In order to increase wages, we need to provide comprehensive counseling to promote the benefits of skill training in order to compete for demand occupations that pay livable wages.

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.

LWDA #6 has a long-standing history of quality and comprehensive youth activities and services as described below. LWDA #6 Youth and Young Adult Programs and Services are provided by the Southwest Minnesota Private Industry Council (PIC) and focus on an array of activities, including youth with disabilities, so individuals are able to develop skills necessary to be productive employees and be self-sufficient.

Experiential Learning

The PIC Youth Programs have adapted these activities even more so now with the ongoing pandemic. We realize the populations we are serving do not do well working through content virtually just as they did not learn traditional prior to COVID. The experiential learning, work-based learning activities, and work experience opportunities are a bit more difficult to create in our current economic landscape. However, they are not impossible. We have challenged ourselves to continue to create these “hands-on” experiences for students while keeping them safe from all hazardous or infectious diseases.

The PIC Youth Program defines experiential learning as an opportunity for youth to “learn by doing” and then reflect on that experience. This can be accomplished through experiences in a classroom setting (i.e., small group discussion, role play, exercises, and simulations) or hands-on learning through structured activities. All young people are in need of developing career success skills before they are ready to succeed in unsubsidized employment. They may also lack the experience necessary to secure employment. PIC youth employment specialists address these barriers by continuing to provide experiential and work-based learning opportunities via paid internships/work experience opportunities. This experience provides participants the opportunity to gain the skills and experience necessary to find success in the workplace.

Youth are provided work-based learning (WBL) opportunities through placement in entry level paid work experiences which provide them with an opportunity to learn basic skills and competencies for success in employment. Work based learning (WBL):

- Provides an opportunity for youth to learn about and meet employer expectations while gaining transferable skills.
- Allows youth to try out different jobs to help determine what they like and dislike.
- Helps build work-readiness skills to prepare them for a future career.
- Provide youth exposure to work/careers that will improve their employment prospects.

A variety of work experience opportunities are available to PIC youth program participants. Youth who excel in an entry level work experience are provided with opportunities to participate in an advanced placement with increased responsibility, with the potential of being hired by the employer upon completion of placement. PIC youth programs are proactively working to establish an even greater number of work experience opportunities in the private sector, including those industries in our region which are high demand, high growth. To provide a variety of work experiences, a broad range of employment settings are utilized, not just those in high-demand occupations. PIC has a strong network of businesses and organizations willing to host paid youth interns (work experience participants) at their sites. Supervisors and participants receive an orientation, from the PIC youth employment specialist. The orientation outlines the

responsibilities and expectations of the youth intern, the worksite supervisor, and the employment specialist. Orientation also includes workplace safety, child labor restrictions (as appropriate), the Minnesota Right to Know Act, injury reporting, state and federal employment rules, confidentiality, and equal opportunity employment. A worksite evaluation measuring performance in the workplace is required to assess work readiness for the work readiness indicator. The most effective method of assessing work readiness is to have the worksite supervisor observe and evaluate performance on the worksite. The worksite supervisor is in the best position to assess the quality of a young person's work performance. The worksite supervisor evaluates/rates the youth on the following categories of:

- Attendance/Punctuality (Dependability)
- Positive Attitude/Behaviors
- Interpersonal Skills (Communication, Relations)
- Decision Making/Stability
- Communication Skills – Written & Verbal
- Appearance

The rating tool is on the students' timecards and is evaluated bi-weekly in accordance with the pay periods. The supervisors complete the evaluation using a Likert scale of one through four, 'one' signifying unacceptable to 'four' identifying exceeding requirements. The evaluation is included on the timecard to promote a conversation about positive developments and needed improvements. Short- term goals for skills improvement are set and monitored by the youth employment specialist when workplace deficiencies or areas for improvement are identified.

The employment specialist regularly visits the worksite to observe the participant, discuss progress and areas for skills enhancement, and provide encouragement and support. The youth employment specialists work with the worksite supervisors to address any issues that arise with the youth worker.

Additionally, PIC can provide youth experiential learning opportunities or WBL through a structured job shadowing approach. Youth gain insight through real and relevant learning as they identify career paths, connect with local employers, and learn about labor market information. This project has been a successful local initiative with proven outcomes, developed through a solid partnership between workforce development systems and industry partners in Southwest Minnesota.

Job shadowing is a great opportunity for our future workforce to gain valuable insight through real and relevant learning as they begin to determine the paths, they will take post high school. The goal is for students to come away with a better understanding of their field of interest and the skills needed to be successful.

Students are provided a range of career development opportunities through partnerships with employers, education, and workforce development agencies. Career Awareness, Career Exploration and Career Preparation support the development of both industry-specific technical skills and professional skills, such as communications, teamwork, and problem solving, valued by nearly all employers. The paradigms used in southwest Minnesota encompasses a wide array of learning experiences, such as job shadowing and workplace tours to internships and on-the-job training; provides meaningful job tasks in a work environment that develops a student for the knowledge and skills that support

entry level or advancement in a particular career; expands professional networks; and supports further training, persistence and completion through comprehensive supports such as advising or coaching that prepare students with the information they need to make informed choices about their careers.

The Employer Partnerships we have in southwest Minnesota are very influential in providing solid work-based learning experiences. PIC facilitates these WBL opportunities alongside our employer partners working towards the end goal of providing comprehensive skill development to student learners including activities designed to promote awareness of careers, workplace norms and employer expectations. These activities incorporate the technical skills components which are industry specific.

In the workplace, Career Exploration includes Informational Interviews, Job Shadowing and Workplace Tours. Career Preparation & Training Career Preparation activities give an in-depth discovery of a particular career and the development of the skills and understanding of the education needed in a particular industry or occupation and activities include work-based skills training, internships, paid work experience and apprenticeships. The student is held to the same expectations as all employees and is evaluated by the workplace supervisor. Traditional classroom-based education and job training programs do not always reflect workplace needs, and employers find that many job candidates lack valuable employability skills.

The PIC was awarded a Youth Skills Training grant to evolve regional work based learning efforts and helping employers develop meaningful work-based learning experience for students and preparing students for “real-life” workplaces and gaining essential workplace skills. The role of the Career Pathway Navigator is instrumental in helping employers develop meaningful work-based learning experience for students and preparing students for “real-life” workplaces and gaining essential workplace skills. Employers can share their great jobs and promote their businesses to future workers as well as are involved in the curriculum development. Engaging employers on the design of an initiative has helped ensure CTE and Career Pathway related instruction aligns with business needs. As a school-to-career intermediary organization, the PIC can serve as a single point of contact for employers to work with the region’s schools and colleges.

Career Pathways

The intent of the Career Pathways program is to create a pathway in high growth, in-demand occupations for the young adults in the identified target populations, to enhance basic academic abilities, complete the career pathway, participate in job training, and earn industry recognized credentials and post-secondary education credits. The initial step is to create opportunities that might not otherwise be affordable or accessible to some of the region’s residents. A benefit to out of school youth is accessible training that will allow them to become more employable where they learn additional academic skills. The Bridge programming provides preparatory skills needed to enter the integrated training. The skills offered in the bridge portion include but are not limited to basic employment skills, job search skills, and an introduction to the industry in that the participant is pursuing.

The fundamental career and technical skills training concentrates on high demand/high pay industry in southwest Minnesota. According to DEEDs Occupations In Demand (OID) Tool, Manufacturing, Healthcare, Transportation, Information Technology, and Construction industries are identified as “well above average” demand and growth in southwest Minnesota. The expressed need throughout each industry is the increasing

demand for skills with the ability to advance along the employer or industry career pathway for rewarding successful career opportunities.

To assure increased participant completion and skills mastery, career pathway training, work experience, post-secondary credit, and support services will be provided through the project partnership. Additional instruction will enhance participants' Basic English and Math comprehension, computer/technology literacy, work readiness, soft skills, and employability skills.

The intended outcomes are higher skill attainment and successful completion of industry recognized credentials, college credits, job placement, job retention, enrollment in higher education career pathway/degree programs, enhanced awareness of resources and opportunities for career advancement. All the information is packaged into a portfolio for the participants' future access and reference.

Ongoing support is a vital component for participants. Many young people are entering the workforce for the first time, some have had unsuccessful attempts at jobs, others may be reaching beyond what they have ever considered possible for themselves before. For this reason, PIC youth employment specialists are available on an ongoing basis to provide a connection, encouragement, and/or to serve as a general resource. As participants progress along their career path, PIC youth employment specialists provide a post-secondary orientation session, to help youth identify post-training career options. Staff assist in navigating the postsecondary system and provide career counseling to enhance the participants' opportunity for successful transition into the post-secondary environment. College is defined as any post-high school training opportunity resulting in an earned credential, from a certificate to a bachelor's degree and beyond. Ultimately, the goal of the program is to create career pathways for participants while creating systems change in strengthening partnerships to better support individuals to increase employability and provide employers with skilled workers.

The PIC has well established partnerships and collaboratives to meet the needs of residents and the workforce. The partners are passionate about making a positive impact for all individuals in our region, which will also impact their families, and ultimately result in a stronger workforce for our employers. This group of organizations and a core group of leaders have worked together for over a decade providing innovative programming. It is a proven collaborative where each partner executes its expertise, avoids duplication of services, and works to ensure each partners success. The collaborative group has received state and national recognition on multiple occasions over the years. Partners understand the specific needs of the target audience and the need to incorporate career pathways into the participants work and family lives for optimal success. The strength of the partnership is collaboration and understanding of each agency's missions & strengths and utilizing that to navigate for the success of the student.

Dropouts and Potential Dropouts

For potential dropouts, the Youth Committee and PIC youth employment specialist are instrumental in connecting the youth with the appropriate supports and resources needed to obtain their high-school diploma. The partnerships in southwest Minnesota know where and how to access appropriate services and resources needed to assist a youth from not dropping out of school. This knowledge base and partnership make for a more efficient flow of services and resources to the youth in need.

For school dropouts who have obtained their GED, or those potential dropouts who obtain a high school diploma while participating in the PIC youth and young adult

programs and are interested in advancing their education, and attending college, a career assessment is conducted as appropriate to determine whether the individual's aptitude and skill levels reflect for potential success. Labor market information is also provided to the individual to provide them detail regarding employment opportunities, education requirements and salary ranges. A financial review of the individual's case is conducted and if there is an unmet financial need identified then financial resources may be provided to support tuition and book costs.

Many Out-of-School Youth (OY) need to develop career success skills before they are ready to succeed in unsubsidized employment. They may also lack the experience necessary to secure employment. As a part of WIOA Youth's 14 elements, WDA 6 has been addressing these barriers by providing experiential and work-based learning opportunities via paid internships/work experience opportunities for 35 years. Through a proven track record of success, we know work experience provides OY the opportunity to gain the skills and experience necessary to find success in the workplace.

PIC youth staff are licensed social workers or have human service related degrees, 35 years of combined experience assisting OY with career advisory services including individual assessments, understanding area labor market information, career exploration, work readiness skill development, job seeking skills, essential skills, work experience, job retention, occupational skills training, barrier identification, employment and education plan development, problem solving, resource and referral, and mobilizing community resources to overcome barriers to employment.

Youth with Language and/or Cultural Barriers to Employment

It is a priority of the PIC to provide culturally competent services that result in excellent outcomes. PIC youth employment specialist collaborates closely with the Southwest MN ABE Consortium. When it is determined that language or cultural barriers to education or employment exist a referral to ESL classes is made. Interpreters are also available. The PIC has in-house staff available to provide interpreter services to Spanish speaking participants. When necessary the language line may be used, or interpreters hired to assist. Southwest MN PIC strongly encourages and supports staff to attend cultural diversity and equity trainings to learn how to incorporate programming approaches such as: acknowledging student's differences as well as their commonalities, validate student's cultural identity, educate students about diversity of the world around them, and promote equity and mutual respect. Youth staff works with the schools Minority Advocates, Community Connectors, and Integration Collaboratives in the region to incorporate program approaches.

The PIC understands the benefit of seeing a diverse and new immigrant population as strength in the community and a solution to workforce shortages. The implementation of the actions outlined above is the work of the board's equity committee. Utilizing community members, past participants and organizational cultural competency assessments, the committee will evaluate the organizations cultural competences and work to continually improve on an ongoing basis.

Youth in Foster Care and Aging Out of Foster Care

PIC youth employment specialists coordinate with county social workers, school counselors, and private agencies working with foster care students to provide employment services to youth being served through the foster care system. In addition to the WIOA and MYP resources, resources from the Youth Intervention Program grant are available to serve the foster care population. The representative for Lincoln, Lyon, Murray, Pipestone, and Rock counties Support for Emancipation and Living Functionally

(SELF) Program through the MN Department of Human Resources is a member of the Youth Committee, and strong collaboration between the two organizations allow for work experience and career pathway services to be delivered in conjunction with the services provided through the SELF program. For further information regarding PICs best practices for outreach and services provided to foster care and aging out of foster care please visit the following link: <http://www.mn.gov/deed/programs-services/office-youth-development/resources/index.jsp>

Homeless Youth or Runaways

Support services, training and employment opportunities are provided to youth who are identified as homeless. Referrals come through schools, community action agencies and Human service agencies. Youth staff coordinate closely with county human services staff to assure that appropriate services and resources are available to assist the homeless youth in their transition. Youth staff are members of boards and committee which focus on the homeless and hungry population in southwest Minnesota, specifically participates in our local Continuum of Care.

For further information regarding PICs best practices for outreach and services provided to homeless youth and runaways please visit the following link:
<http://www.mn.gov/deed/programs-services/office-youth-development/resources/index.jsp>

Youth Offenders and At-Risk of Involvement with the Juvenile Justice System

Referrals for offender and at-risk youth are made through alternative learning centers, group homes, community corrections, circle sentencing or other youth-serving agencies working with youth offenders or those at-risk of becoming involved with the juvenile justice system. Periodic meetings are held with those referral sources to keep them familiar with the programs/services so additional referrals can be made. PIC staff have also recently started to participate in Coalition meetings comprised of DOC representatives.

Youth with disabilities

PIC youth employment specialists' involvement with youth with disabilities:

- Staff work with special needs teachers in high schools and alternative learning centers to address the employment needs of students with disabilities.
- Staff participate on the local CTIC's, providing avenues for direct involvement in discussions and services directly impacting the Youth clients.
- The Project SEARCH program in southwest Minnesota is based on the successful international program, which was developed at Cincinnati Children's Hospital Medical Center in 1996 and hosts over 500 sites world-wide. The program serves as an opportunity for students to transition from high school to community employment by working during the school year. Students are provided an opportunity to participate in a variety of 8-10-week internship rotations at the hospital that best meet their interests, experiences, and abilities. A job coach, program instructor, and department staff work with the students (and IEP team) to help them develop the necessary interpersonal and job skills to gain meaningful employment. Avera Marshall is the host partner for the program in southwest Minnesota and has for the past four years. The Avera Marshall program was developed in 2011 through the cooperation of: Regional independent school districts, SW/WC Service

Cooperative, SW MN Private Industry Council, Vocational Rehab Services, Avera Marshal Medical Center, Minnesota West Community and Technical College, and Advance Opportunities.

- Staff attend IEP meetings and consult with Vocational Rehabilitative Services (VRS) counselors to assist with future planning.
- PIC is a Limited Use Vendor for VRS counselors to provide high-quality, cost-effective services to in-school youth with disabilities. Pre-ETS services include job exploration counseling; work experiences in an integrated environment in the community (including internships in public and private sector); workplace readiness training; and related support services. More intensive supports such as job coaching are arranged and paid for separately by VRS. PIC youth employment specialists and VRS counselors meet regularly to discuss their shared caseloads. Regular meetings contribute to more effective, coordinated, and cost-effective services for youth. Stronger working relationships between VRS counselors and WIOA youth staff provides the foundation for ongoing collaboration on behalf of youth.
- Employer Network: Southwest Minnesota Private Industry Council is a member of the American Dream Employment Network. If you are between the ages of 18-64 and receive Supplemental Security Income (SSI) and/or Social Security Disability Insurance (SSDI) you can assign your ticket to an Employment Network and receive free ongoing employment support. The Ticket-to-Work Program was created to give Social Security disability beneficiaries an avenue to achieve economic self-support through work. Certified Work Incentives Practitioners can provide career guidance, and detailed analysis and explanation of how employment will affect social security benefits to ensure a successful transition to employment.
- Coordination with PACER Center. PACER Center is nationally recognized for their expertise on family engagement, evidence-based transition practices, and assistive technology. PACER provides technical assistance, resources, workshops, and referrals to families and professionals on employment and postsecondary education for youth with disabilities. PACER's National Parent Center on Transition and Employment has a content-rich web site, www.pacer.org/transition, Facebook page www.facebook.com/npcte, and e-news, all featuring information, resources, and opportunities for transition-age youth with disabilities, their families, and professionals. PACER's Simon Technology Center www.pacer.org/stc/ provides assistive technology training and expertise to help both youth and adults with disabilities reach their educational, career and independent living goals. Other PACER programs focus on health, housing, and bullying prevention. PACER has experience working with diverse populations including: Native American, African American, Hispanic/Latino, Somali and Southeast Asian families, and their communities. PACER offers publications in Hmong, Somali and Spanish.

Teen parents

Southwest Minnesota Private Industry Council (PIC) is the Minnesota Family Investment Program (MFIP) Employment and Training service provider in WDA 6. Referrals of identified MFIP eligible youth are easily made between the PIC MFIP Job Counselors and the PIC Youth employment specialist. PIC youth employment specialists provide county human services and public health staff of available services and seek referrals. PIC staff provide applications and materials to county personnel, to assist with identifying and recruiting individuals for the program. Teen parents are a priority for service. Teen

parents can be co-enrolled in WIOA and/or MFIP and/or DWP. Services include, but are not limited to career awareness, career exploration, career assessments, job keeping/seeking skills, life-long learning skills, scholarship opportunities, and labor market information, work experience and support services.

Youth of Color and Other Under-Served, Under-Represented Youth Populations

WDA 6 works closely with regional youth serving organizations to ensure under-served and under-represented youth populations are receiving applicable resources. Partnerships with the Nobles County Integration Collaborative, Lower Sioux Indian Community, Upper Sioux Indian Community, Area Adult Basic Education ESL programs, Yellow Medicine Integration Collaborative, and others are key to expand outreach and increased services.

The PIC understands the benefit of seeing a diverse and new immigrant population as strength in the community and a solution to workforce shortages. Utilizing community members, past participants and organizational cultural competency assessments, the committee will evaluate the organizations cultural competences and work to continually improve on an ongoing basis.

To address the disparities in education and employment, the Region 5 Rural Career Counseling Coordinator (RC3) played a role in bringing additional resources to area from the Greater Twin Cities United Way to launch Career Academies/Career Pathway programming into the most diverse secondary schools. Students earn high school credit, college credit and gain marketable skills in high demand occupations while in high school. Work-Based Learning is a significant component to our region's Career Academies/Career Pathway programming. The RC3 role increased capacity of the LWDA (6 & 8) to act as the intermediary organizations connecting business and education to expand and support work-based learning opportunities under the career pathway approach- internships, work experience, job shadow, employer guest speakers, industry tours, apprenticeship by providing Career Navigator staff to support students and employers who are in engaged in the work-based learning opportunities. Real-world applications and work experiences in combination with key training provide paths to educational and career advancement building our local talent pipeline to help employers meet their needs for a skilled workforce.

Through our region's Comprehensive Local Needs Assessment (CLNA) process that had to be done as part of the local Perkins Plan, it was identified the lack of students of color engaged in Career and Technical Education. Our area has been hosting focus groups of students in-school, alumni, and parents to inquire their understanding and/or experiences with Career and Technical Education. In addition, a collaborative group of representatives from the Southwest West Central Service Cooperative (co-leader of the Perkins plan), Adult Basic Education, Southwest Minnesota State University Office of Cultural Diversity and Southwest Minnesota Private Industry Council, are working together to host an event for local ESL students to be exposed to career planning and high school transition topics including labor market information, 2 year programs, 4 year programs, workforce development resources, and secondary and post-secondary career services available to support their career pathway goals.

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

Our primary strategy to coordinate education and workforce investment activities in order to align strategies, enhance services and avoid duplication is through the activities of our Rural Career Counseling Coordinator. Our Regional Workforce Development Area has been awarded funding for a Rural Career Counseling Coordinator position. This position is responsible for strengthening connections between workforce, education, area businesses, job seekers, and other stakeholders; aligning regional resources; implementing sector strategies; and promoting career pathway opportunities within the region. Building on current initiatives (including career pathways, career education, and out-reach to schools), one of the key responsibilities will be to enhance alignment and assure non-duplication of services. This was achieved by conducting an asset map and analysis of existing services and identifying where gaps exist. Upon completion of the asset mapping process, the results were shared with the Regional Leadership Board and the local workforce development boards. Based on the results, the boards and staff developed recommendations and strategies for future steps to align resources, fill gaps and implement identified strategies. The Rural Career Counseling Coordinator will work closely with stakeholders throughout the region to ensure overall coordination, as well as share best practices and bring them to scale.

Another important strategy is working in coordination with education to prepare youth for the workforce with relevant skills and industry knowledge for informed future career choices. Hands-on opportunities are provided which allow students to apply skills they learn in the classroom, including:

- Career Assessment.
- Work-Based Learning.
- Leadership Skill Development.
- Introduction to Career Pathways.
- Employer Engagement.
- Credential Achievement; and
- Portfolio Development.

Additional examples of existing collaborative education and workforce investment activities include providing career exploration events for key industries. These events provide broad exposure for thousands of students in the region. Events include:

Southwest Minnesota Workforce Development Board Career Expo

The *Southwest Minnesota Workforce Development Board Career Expo* is held annually Southwest Minnesota State University–Marshall and Minnesota West-Worthington campuses. The event provides valuable hands-on career and education information to high school students. The event also highlights regional businesses and the type of jobs they provide in the local communities. The following partners worked together to organize the event:

- Minnesota West Carl Perkins Consortium
- Southwest Minnesota Private Industry Council
- Minnesota West Community and Technical College
- Southwest Minnesota State University
- SW/WC Service Cooperative
- DEED Business Services
- Worthington Area Chamber of Commerce
- Marshall Area Chambers of Commerce
- Marshall, Montevideo, and Worthington CareerForce locations
- Department of Employment and Economic Development
- Regional businesses and service agencies

Additional information on the Career Expo event is available at:

<http://www.swsc.org/Page/274>

Breaking Traditions

Breaking Traditions is an annual event sponsored by Minnesota West Community and Technical College and Southwest Minnesota Private Industry Council. The event is designed to encourage high school students to consider a variety of career pathways.

Breaking Traditions is in its 27th year, and each year the program expands to give participants more opportunities to explore careers through hands-on activities; tours of Minnesota West Community and Technical College campus programs; and tours of local businesses associated with the campus programs. While on campus, the students learned about the college admission process, financial aid, and are able to do hands-on activities in majority of the programs – from Healthcare to Auto Mechanics, Cosmetology to Power Sports, Fluid Power to Computers, and Pharmacy Assistant.

Life-Skills Day

For the past 13 years, the LWDA Youth Programs conduct a one-day LifeSkills workshop on the Southwest Minnesota State University campus in Marshall. The event includes the following topics: budgeting, post-secondary education, personal finances, and topics focused on independent living skills.

The LWDB is focused on providing services to youth and young adults which will impact and improve the way they view their future opportunities. Services are designed to work in partnership with education partners to ensure all youth have access to employment and training services they need to be self-sufficient and successful. Staff work with students in area school districts to assist them with education and career planning, including college planning; assistance with applications; financial aid information and scheduling campus visits; job search; resume preparation; industry tours, career fairs; career and college readiness days; and Career Pathway training.

Outreach to Schools

Youth Services staff are available to provide a variety of services throughout the LWDA school districts with a focus on career assessments; postsecondary planning; career and job fairs; job search strategies; industry connections; financial literacy; and interviewing skills training. The services allow the districts to select programming that feeds into the needs of their students, scheduling, and curriculum.

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.

Coordinating education and support services with public transportation, childcare, and other appropriate support services, has been and will continue to be a critical aspect of the services provided by core partners in LWDA 6. To expand and broaden the scope of support services, the Integrated Resource Team approach is being explored for implementation with appropriate customers. Programs offered through the local workforce system, offer support services based on need of customer and available financial resources. In addition, other financial community assistance is leveraged as appropriate to stretch resources and assure the customer has access to resources to achieve their identified goals including education and workforce investment activities.

Through the course of the Region 5 WIOA Regional Planning meetings, the issues of transportation and childcare surfaced as the two (2) major barriers facing job seekers and businesses.

Transportation continues to be one of the critical barriers facing job seekers in LWDA #6. The local area lacks a comprehensive public transportation system that covers the entire LWDA. Local county and city transit systems are in place, but are limited based on available service hours, which conflicts with the need of job seekers and business when work hours are outside of the established transit parameters.

Childcare is another barrier faced by job seekers. The issues related to childcare revolve around lack of childcare providers – overall and particularly for infants; childcare hours do not match with shift work; and accessible childcare for children with special needs. The Childcare Resource and Referral Agency is the main community agency/resource to assist with licensing, training, and maintaining available childcare lists.

The Southwest Workforce Development Board will continue to inform and support local and regional efforts to address transportation and childcare needs.

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 provides labor exchange services to both business and job seekers. Services including job search assistance, job referral and placement assistance to job seekers, re-employment services to UI claimants, recruitment assistance to businesses,

job postings through Minnesota Works website, Creative Job Search Workshops, and others.

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

- A Wagner Peyser staff person will attend every Reemployment Services and Eligibility Assessment (REA) session that the UI program offers across the state. The UI program typically offers REA sessions to approximately 40,000 applicants per year to those who are at risk of exhausting their benefits.
- The REA and Wagner Peyser staff will conduct a quick assessment of every participant to determine who will most likely need additional services from the CareerForce Location.
- The Wagner-Peyser staff person will conduct an overview of CareerForce Location services either 1:1 or in a group setting (depending on the size of the group) that includes information on how to register for the state's labor exchange system [MinnesotaWorks](#), and information about programs such as the Dislocated Worker program.
- The Wagner Peyser staff person will assist the REA customer with creating an initial registration and enrolling in the [Creative Job Search](#) workshop. Creative Job Search is typically the first job finding/job placement service that is offered to UI applicants. The workshop consists of training on how to find a job that includes career planning, preparing for the job hunt, skills identification, resumes and cover letters, applications and references, social media, interviewing skills, and more.

Wagner-Peyser will follow up with REA participants who are not enrolled in a program to ensure that they have a complete registration and resume in MinnesotaWorks, and that they are taking advantage of job placement services.

System coordination is threaded through every level of CareerForce through a variety of regularly planned meetings with partners, staff and in some cases stakeholders. Training and information regarding initiatives and regulations are provided at Job Service Managers meetings and are then brought to the local CareerForce staff through regular bi-weekly meetings and e-mails. Directors of the Workforce Development Areas meet monthly through the Minnesota Association of Workforce Boards and have regular updates from DEED leadership. A new quarterly meeting between MAWB and DEED CareerForce partners at the management level has been developed to ensure an understanding of the services provided and information sharing regarding service delivery and relevant updates. Local and regional partner and staff meetings are held monthly to discuss service delivery, CareerForce operations, initiatives, and plans. A recently developed referral and resource database will be accessible to all staff electronically to facilitate referrals for each CareerForce partner and staff throughout the state. This means that no matter which CareerForce office a customer calls, we will be able to provide a warm handoff to the person within the system who can best serve their needs.

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.

Southwest Minnesota Adult Basic Education (ABE)'s program is an active partner in the local and regional workforce system. There are three Adult Basic Education consortia in our local area including: Marshall, Montevideo, and Worthington.

Adult Basic Education is a key partner in our local workforce development area. Examples of coordination between workforce investment activities and Adult Basic Education include:

- The development of career pathways for agriculture, construction, health care, manufacturing, and transportation pathways. Through career pathways we align the resources and expertise of local partners to develop sector-based pathways for key industries. Adult Basic Education administers the skills assessment (CASAS) and provides concurrent basic skills instruction and instructional support for adult learners with low basic skills. This is aligned with career navigation services, aligning titles under WIOA to provide tuition assistance and support services, as well as career and technical education.
- Referrals are made between WIOA programs and Adult Basic Education for adult literacy instruction, GED/high school diploma, and English Language Learner instruction.
- CareerForce partners utilize Adult Basic Education for individuals with limited digital literacy skills to participate in North Star Digital Literacy assessment and classes.
- Referral forms and data-sharing agreement forms have been developed to better serve common customers.
- Adult Basic Education has a representative on the Southwest Minnesota Workforce Development Board and staff also participate on the Career Pathway Partnership and Youth Council as well as other task forces for special initiatives and events.

Adult Basic Education is included in our current Memorandum of Understanding (MOU) of core partners. Adult Basic Education also participates in our Infrastructure Funding Agreements to identify their contribution to our CareerForce locations.

Every Adult Basic Education consortium in the state provides a program narrative to the MN Department of Education every five years for approval of their service model and programming. The narrative includes provisions for local ABE programs to provide evidence that programming aligns with the local and regional WIOA plan, including evidence of common referral, co-location, program collaboration, alignment of assessment processes, and helping select and design key occupational pathways. In compliance with WIOA legislation, these applications/narratives are submitted by Adult Basic Education to the local workforce development board for review.

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 Southwest Minnesota Workforce Development Board, Vocational Rehabilitation Services, and core partners under WIOA enter into a cooperative Memorandum of Understanding. The Memorandum of Understanding delineates the roles and responsibilities of the core partners and how services will be coordinated and delivered; how costs will be shared across the core partners; methods of referral between the core partners; and methods to ensure the needs of youth and individuals with barriers to employment are addressed. The Memorandum of Understanding was signed by core partners in June 2020.

LWDB 6 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 Location provides an orientation to services available to assist job-seekers 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 staff 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.

A Vocational Rehabilitation Services representative serves on the Southwest Minnesota Workforce Development Board, the Career Pathways Partnership, and the Youth Council. Referral forms and data sharing forms have been developed to assist in collaboration of services with shared customers. Vocational Rehabilitation participates in the Job Fairs and other community events. The local partners also share job leads, and Vocational Rehabilitation may purchase placement services from the local Board as part of a performance-based funding agreement.

LWDA 6 is one of the Workforce Development Areas that are participating in the Pre-Employment Transition Services (PETS). Overall project objectives are to:

- Provide work experiences, introduction to career pathways and related support services to VRS-eligible youth.
- Demonstrate effective intra-agency collaborations and local partnerships which improve outcomes for VRS-eligible youth.
- Identify best practices, co-enrollment strategies with Minnesota Youth Program (MYP) and success stories that can be shared across states and local workforce system providers.

Specific services outlined in the LWDA #6 are: Local VRS staff in coordination with the Private Industry Council Youth Coordinator(s) will incorporate pre-employment transition services, which may include: job exploration counseling; work experiences in an integrated environment in the community (including internships in public and private sector); and workplace readiness training for each participant.

The Southwest Minnesota Private Industry Council Youth Programs provides youth with *work-based learning* opportunities through placement in entry level paid work experiences that provide them with an opportunity to learn basic skills and competencies for success in employment, for instance:

- Provides an opportunity for youth to learn about and meet employer expectations while gaining transferable skills.
- Allows youth to try out different jobs to help determine what they like and dislike.
- Helps build work-readiness skills to prepare them for a future career.
- Gives youth exposure to work/careers that will improve their employment prospects.

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

Based on WIOA Section 107 (d)(12)(B)(i)(I) the Chief Elected Official Joint Powers Board has designated Southwest Minnesota Private Industry Council, Inc. to serve as the local grant recipient and serves as fiscal agent for WIOA Title I funding. The Current Joint Powers Agreement, approved by the 14 County Boards comprising LWDA 6, affirms the designation. The Joint Powers Agreement is effective through June 30, 2022.

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.

Based on the established delivery system in LWDA 6, the LWDB provides direct delivery of service and does not contract out services for Adult, Dislocated Worker and Youth Programs. LWDB 6 will review the current delivery system and should the LWDB determine the need for awarding sub-grants and contracts, based on regulations, they will adhere to procurement requirements as identified in CFR 97.36.

The process that would be followed in this case would be for the LWDB to issue a competitive Request for Proposal, which would include solicitation for bids that request information addressing the following: knowledge of identified need; administration and staff experience; identification of services to be provided; ability to achieve identified performance outcomes; confirmation of ability and willingness to collaborate and partner; detailed budget and costs; and overall operational capacity. A point value will be assigned to each factor and then ranked for a total score. The specific outline of the proposal will be developed in detail should the solicitation process be required. Should that happen, LWDB 6 would look to LWDB 7's expertise in guiding them through the process, since LWDB 7 has the experience and expertise with the competitive process.

Southwest Minnesota Private Industry Council is the administrative entity, fiscal agent, and grantee/direct service provider of WIOA Title I Adult, Dislocated Worker and Youth Programs in LWDA 6, as authorized and documented in the Joint Powers Board Agreement for the 14 counties in southwest Minnesota which is updated every two years.

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 WIOA partners will be required to provide a quarterly report to the LWDB reflecting negotiated performance levels and actual performance.

Partner staff will keep the Board apprised of modifications.

A comprehensive year-end report will be provided to the Board by each partner. LWDA 6 has achieved and exceeded the performance measures in the past.

Should deficiencies be identified, the LWDB will work with appropriate provider in identifying corrective action and plan for improvement.

In addition to performance measures, the board also conducts a thorough review, on an annual basis, of demographics, services, trends, training occupations and outcomes of service providers. DEED provides annual monitoring visits of core programs where case files are reviewed for compliance and quality of services.

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

The Governor's Workforce Development Board (GWDB) has established four criteria for high-performing workforce development boards:

1. Embrace and communicate the vision for workforce development.
2. Support and lead employer-led quality sector partnerships.
3. Prioritize solutions for racial and economic disparities in education and employment.
4. Achieve outcomes and results through alignment with system partners and leveraging of federal, state, and philanthropic resources.

Embrace and Communicate the Vision for Workforce Development

Our regional partnership and the Southwest Minnesota Workforce Development Board has adopted the State vision statement as our regional and local vision statement aligning with the state, region, and economic development. As a region and local board, we have established five regional goals to drive the vision (see response to 11.B.). Vision and goals are communicated with key stakeholders, especially through committee and partnership meetings. These committees/partnerships are charged with

implementing action plans developed for each of our goals. Committees and partnerships include:

- Career Pathway Partnership: This committee includes multiple stakeholders including CareerForce partners, education partners, and community partners and works to address Goal 1 –addressing shortage of skilled workforce through career pathway approach; and Goal 2 –increasing outcomes for individuals experiencing employment disparities.
- Youth Council: This committee includes multiple youth stakeholders including employers, labor unions, CareerForce partners, education partners, and community stakeholders and works on addressing Goal 3 – partnerships with local school districts to increase career awareness; and Goal 4 –to increase employer engagement.
- Regional Workgroup: This partnership is focused on Goal 5 –to align administrative processes.

Build Support and Lead Employer-led High Quality Sector Partnerships

The Southwest Minnesota Workforce Development Board has convened employers in the Health Care, Manufacturing, and Transportation industries resulting in:

- A sector partnership that implemented a credit bearing Internship Course with a network of both employers and school districts participating.
- Minnesota West Community and Technical College implementing more classes in specialized health care credentials and more virtual training options.
- The transportation industry increasing their participation at the annual Career Expos.
- Most recently, the transportation industry filling in the gap and providing behind the wheel instruction of CDL trainees in conjunction with on-the-job training.

Input from employers not only leads our workforce development strategies for these specific sectors, but also informs the board in the development of our regional/local plan and goals/strategies.

Key strategies identified by these industry sectors include developing a skilled workforce, developing connections with local high schools, and attracting talent pipeline to key industries in the region. These strategies have been incorporated into the strategies and goals for the region. The LWDB 6 and Regional Leadership Team assess our progress on these goals and continue to expand our partnerships with local employers.

Prioritize Solutions for Racial and Economic Disparities in Education & Employment

The Southwest Minnesota Workforce Development Board in partnership with South Central WorkForce Council has established a regional goal and action plan for increasing program outcomes for individuals experiencing employment disparities.

Strategies include:

- Increasing diverse representation on boards, committees, and staff.
- Increase partnerships with organizations serving diverse populations.
- Targeted marketing to populations experiencing disparities.
- Conduct focus groups/discussions with ethnic communities.

- Identify and implement service strategies specific to unique needs of targeted populations, utilizing career pathway programming for demand occupations.
- Create a welcoming environment and services at CareerForce locations.
- Develop a professional development plan and offer training on cultural competency for staff, board members and employers.
- Measure and evaluate service levels and outcomes for populations experiencing employment disparities.

Achieve Outcomes and Results through Alignment with System Partners and Leveraging of Federal, State and Philanthropic Resources

The Southwest Minnesota Workforce Development Board utilizes data to inform our strategic plan including labor market information on the local/regional area and real-time knowledge of employers and stakeholders. The plan and our service delivery structure align the expertise and resources of system/area partners. The LWDB 6 leverages additional resources as needed to implement and achieve our goals. This may include leveraging partner resources/alignment of existing resources and seeking grants that align with our goals. This is especially evidence through our one-stop delivery system and through our career pathway approach where the expertise and resources of multiple partners are aligned to meet the workforce development needs of job seekers and employers. Indicators of achievement are established for the partners; progress is monitored through our committee structure on a quarterly basis and annual results are reviewed by the board in order to establish continuous improvement strategies.

In addition to the GWBD criteria for high-performing boards, the Southwest Minnesota Workforce Development Board will focus on the six strategies identified in the MN State Combined Plan:

1. Business Led Sector Partnerships – LWDB 6 has selected healthcare and manufacturing as two sectors that provide opportunities for employment and career advancement. Business has been and will remain involved in the Career Pathway Partnership. Representatives from these two sectors are also represented on the LWDB, therefore having the ability to provide input, assist with identification of strategies, and serve on Ad Hoc committees as appropriate. LWDB will continue to increase business engagement on our board and committees, through regional stakeholder meetings, sector-based employer partnerships, sector-based career pathways, and increased business involvement in career exploration and work-based learning activities.
2. Community Engagement – stakeholders have been engaged in the WIOA Plan preparation and identification of goals and strategies through involvement at the Regional Planning Sessions held in February 2020 and November 2020. Continued stakeholder involvement will be critical to the on-going work of the LWDB. Stakeholders will be invited and encouraged to participate as members of special committees and ad-hoc work identified by the Board. LWDB will also continue to increase community engagement by engaging partners who represent and populations that experience employment disparities.
3. Customer-Centered Design – The local workforce board has always had a customer-focused approach. Through feedback from our customers and partners, an examination of customer outcomes, and a review of best practices, the LWDB will continue to develop strategies, program and policy alignment,

resources, and measurement systems to continue to address the needs of our customers.

4. Funding and Resource Needs – The local workforce board has worked hard to develop the relationships that allow us to align funding and resources through our one-stop delivery system and career pathway approach. These relationships along with asset maps and gaps analysis assist us in identifying resources in the region and enable us to align resources to avoid duplication and target resources to where the greatest impact can be made.
5. Policy and System Alignment – as appropriate, LWDB 6 will work to align regional policies with LWDB 7 and other partners that meet the needs of our region, federal regulations, and State policy requirements.

System Management – the core partners currently operate from a shared system management base and will continue to operate in that manner, while at the same time evaluating effectiveness and opportunities for improvement.

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

Training services in LWDA 6 are viewed as a critical service for many of the adult and dislocated workers to achieve successful outcomes. Following an initial interview, evaluation, assessment and career planning with a customer, the career development staff may determine a need for training based on the fact that the individual:

- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone.
- Is in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment, through career service alone; and
- Has the skills and qualifications to successfully participate in the selected program of training services.

When it is determined that training services will be provided, LWDA 6 uses the Individual Training Accounts (ITA) method to communicate with the education provider the level of assistance that will be provided on behalf of the customer through WIOA resources.

All training services are linked to in-demand employment opportunities in the LWDA 6 or within WIOA MN Planning Region 5 or within a geographic area in which the adult or dislocated worker is willing to commute or relocate.

The final selection and approval of training assistance assures that customer choice is taken into consideration; is linked to in-demand occupations; is informed by performance of training providers; and is coordinated to extent possible with other sources of assistance. The details of the training agreement are documented and retained in customer file.

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.

Opportunity for Public Comment WIOA Unified Plan was provided as follows:

- Draft of Plan emailed to all Southwest Minnesota Joint Powers/Local Elected Official Board Members.
- Draft of Plan emailed to all LWDB # 6 members.
- Opportunity for public comment posted on the www.swmnpic.org website (official site of LWDB 6) for 30 days.
- Legal Notice for Public Comment placed in Marshall, Montevideo & Worthington papers.
- Email notices for Public Comment sent to Chambers, EDA's, CAP's, ABE consortia, education representatives, and other key stakeholders and community partners notifying them of Public Comment web posting.
- Following posting period, Executive Committee of LWDB and CEOB Officers will take comments into consideration and revisions will be made prior to submitting the plan to DEED.
- The Chairs of both the Local Elected Official Board and the LWDB have been charged with final approval and sign-off to meet submission deadline.

Any input/comments received on the plan are documented for the record.

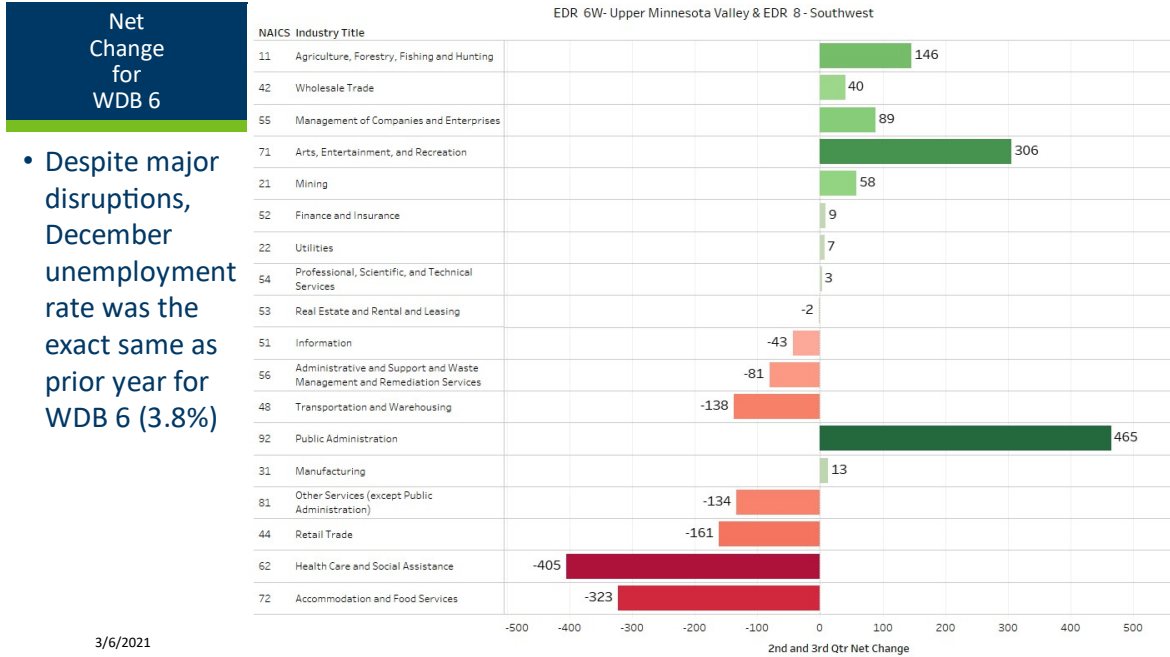
30. Describe how the one-stop locations are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under this Act and programs carried out by one-stop partners.

The LWDB recognizes the necessity for technology applications and ability to use technology to reach a broader population of customers and for efficiency of service. The Board also recognizes that with the limited broadband access and resources available locally, the area of technology will be one that we will need to partner with the statewide partners to continue to refine an integrated case management system.

Current technology uses already in place include, but are not limited to online assessment tools, texting, and virtual meetings, job shadows and business tours. The Southwest Minnesota Private Industry Council has also began implementing electronic document storage on Workforce One for selected documents in MFIP, Youth and Career Pathways programs.

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?

In Southwest Minnesota, the unemployment rates have returned to pre-pandemic levels, although a significant number of workers have left the labor force. Job Vacancy Rates continue to be high as many employers in the region are struggling to find qualified workers. The industries in the regions in the region that had the most significant job losses are Health Care and Social Assistance and Accommodation and Food Service. A strategy of the region is to reskill impacted workers for occupations currently in-demand.



Here is another chart that shows which occupations that currently have an UI claim. The larger the circle, the more the claims.

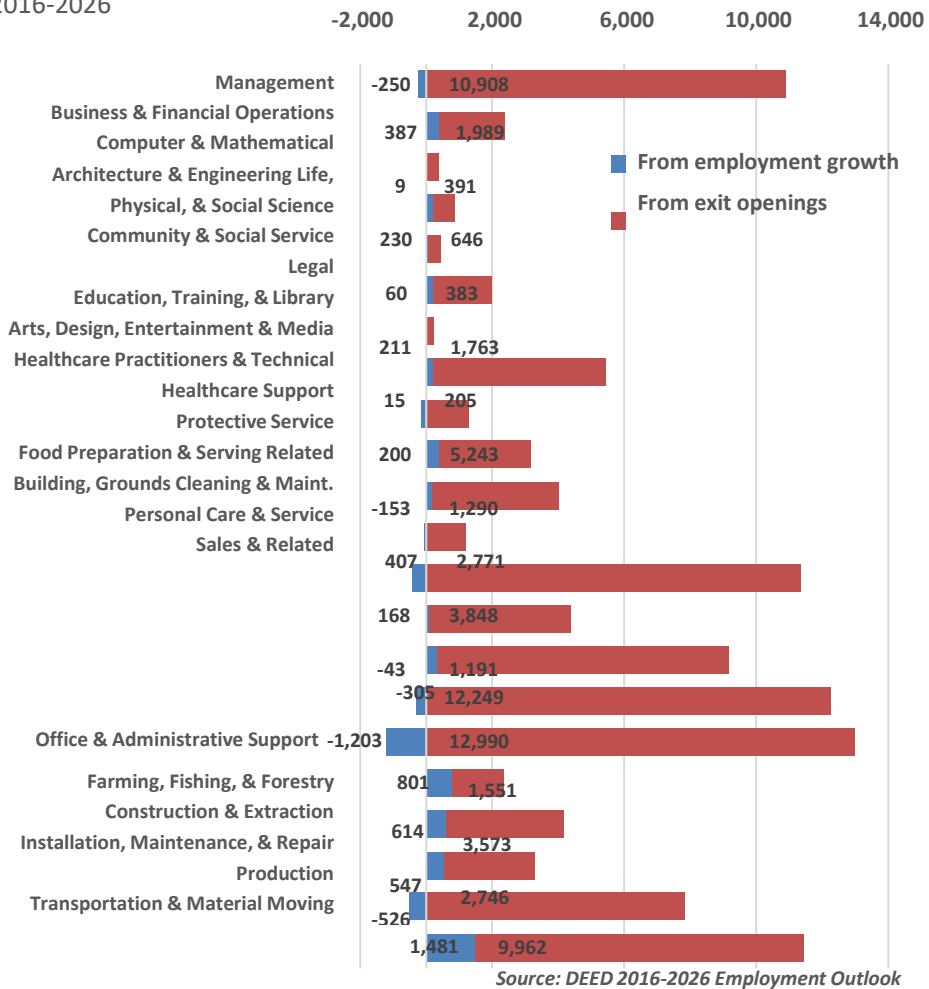
Weekly Continued Claims by Occupation, 1/16/2021



- Dim Title
- Building & Grounds Clean...
 - Office and Administrative...
 - Farming, Fishing, and For...
 - Production Occupations
 - Food Preparation and Ser...
 - Sales and Related Occupa...
 - Healthcare Support Occu...
 - Transportation and Mater...
 - Installation, Maintenance...
 - Management Occupations

Prior to the pandemic, the region is expected to have 103,553 replacement openings with the need to fill jobs left vacant by retirements and other career changers. Transportation and Material Moving, Farming, Construction and Extraction; Installation, Maintenance, and Repair; and Healthcare Support and Practitioners are expected to see the newest growth, but every occupational group will show some future demand either through new jobs or replacement openings. With our region’s lower unemployment rate, despite the loss of jobs due to the pandemic, we are hopeful to reskill or upskill impacted individuals for occupations that will be and is anticipated to be in-demand due to replacement openings. See chart below.

Figure 15. Southwest Minnesota Employment Projections, 2016-2026



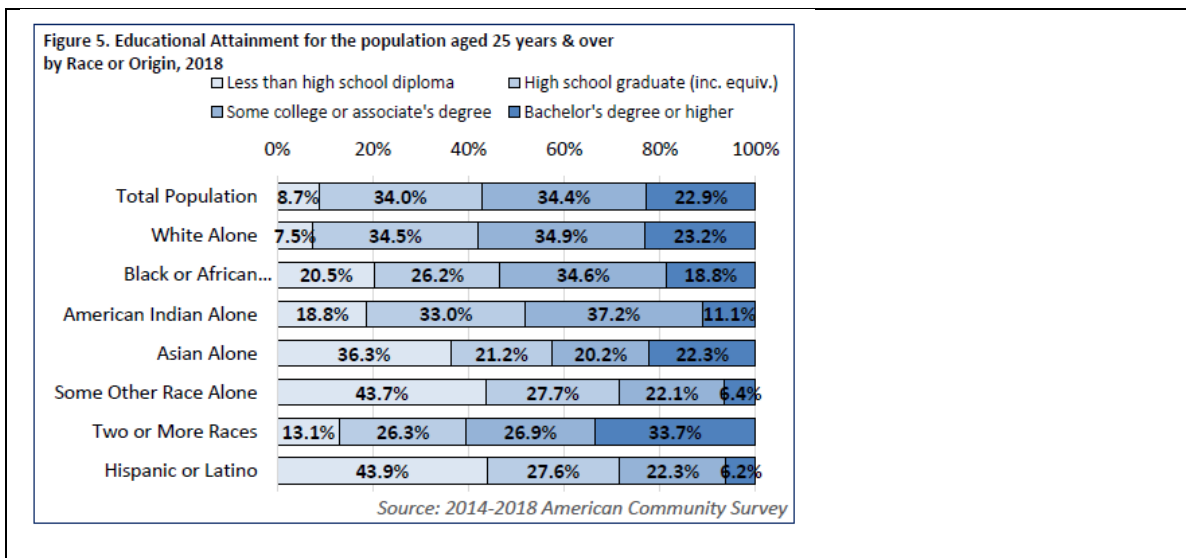
Black and Asian populations both have a significant higher percent of the UI claims than the percentage their race represents in the labor force as a whole in Southwest Minnesota (see chart below). They are also most at risk of permanent separation from employment.

Factor	Description	% Tot claimants	% Lab force	Avg UI weeks	% Continued filing after Oct 3		% Ever permanently separated	
					13.6%	45.7%	2.1%	10.7%
Total	Total claimants since Mar 15	100.0%	100.0%	13.3		27.2%		6.8%
Gender	Female	51.5%	48.0%	13.8		25.1%		6.5%
	Male	48.5%	52.0%	12.8		24.3%		7.1%
Race	American Indian	1.3%	0.8%	15.6		31.4%		8.2%
	Asian	5.7%	5.1%	13.2		25.2%		5.9%
	Black	10.5%	5.9%	16.8		45.7%		10.5%
	Hispanic/Latino	5.5%	5.2%	13.8		25.9%		6.0%
	Mixed race	2.5%	2.4%	15.4		32.2%		8.2%
	White	74.5%	80.7%	12.7		21.1%		6.4%
Age	18-19	2.5%	n/a	10.7		15.3%		2.1%
	20-24	13.1%	9.4%	13.2		20.6%		3.7%
	25-34	25.8%	21.8%	13.5		24.9%		6.5%
	35-44	20.6%	21.0%	13.2		25.4%		7.7%
	45-54	16.6%	19.2%	12.8		24.2%		8.0%
	55-64	16.0%	17.9%	13.3		25.7%		8.4%
	65 and above	5.3%	5.7%	16.2		34.8%		7.9%
Education	Less than high school	5.8%	4.6%	13.9		30.3%		6.9%
	High school or equivalent	31.9%	19.9%	13.8		28.0%		7.6%
	Some college or Assoc. deg.	39.6%	33.3%	13.3		23.4%		6.4%
	Bachelor's	17.9%	n/a	12.6		21.5%		6.3%
	Master's	3.7%	n/a	11.8		20.7%		7.6%
	Above Master's	1.1%	n/a	9.7		13.6%		4.5%
Disability	With a disability	3.6%	5.6%	15.9		35.2%		10.7%
	Without a disability	96.4%	94.4%	13.1		23.9%		6.5%
Residence	Twin Cities Metro	59.1%	55.6%	14.2		28.2%		7.3%
	Central	12.5%	12.8%	11.9		20.0%		6.2%
	Northeast	5.8%	5.3%	13.3		21.9%		6.3%
	Northwest	8.4%	9.8%	11.7		18.3%		6.7%
	Southeast	8.4%	9.3%	11.5		19.4%		5.9%
	Southwest	5.6%	7.2%	11.7		19.4%		6.7%

Source: Minnesota PROMIS file. These numbers exclude individuals who filed an initial claim not followed by a continued claim or who filed only under the Pandemic Unemployment Assistance (self-employed) program. Individuals with invalid date of birth were also excluded.

For information about this tool contact alessia.leibert@state.mn.us

The disparities in education attainment of the Southwest Minnesota population are significant and is mostly driven by new immigrant populations coming to the area to work in the food processing plants. Many if not most do not speak English. Strategies to address this need is our strong partnership with Adult Basic Education services and Career Pathway programs for adults and youth in the high schools.



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.

The Southwest Minnesota Workforce Development Board in focused on reaching populations impacted by COVID-19 by:

- Concerted marketing campaign promoting the Dislocated Worker, WIOA Adult and Pathways to Prosperity programs. We have found that laid off workers have been slow to return to or look for work. To strengthen our appeal, our key messages not only focus on becoming re-employed but the ability to gain marketable skills through training that will lead to higher wages. Marketing efforts include:
 - Host bi-weekly Dislocated Worker Orientations as a CareerForceMN Event where all individuals on the DEED gov.delivery system receives an email announcing the event.
 - Comprehensive social media campaign.
 - Marketing materials in English and Spanish.
 - Flyer distribution to food shelves, county offices, libraries, laundromats, community centers, local restaurants with billboards (including ethnic restaurants), grocery stores with billboards, and other locations where the public frequent.
 - Partner with area CAP agencies and have flyers included in drive thru food box giveaway.
 - Advertisement or PSAs to local newspapers and radio stations.
- Partner with local Community and Technical College to help students become of aware of employment and training programs.
- Reach out and work with employers who laid off individuals to let impacted staff know about programs.

- Partner and share materials with all partnering agencies and organizations, including ethnic based services.
- Partner with Job Service and RESEA staff to receive referrals from individuals receiving UI.

The board is also reaching out to employers and industry leaders to better understand their current needs. We have conducted both employer group meetings and one-on-one 30-minute interviews to better understand the current environment. For the most part, employers have adopted to the new COVID requirements and are still hiring employees. To support the employers, the board is:

- Continuing to train a pipeline of employees to obtain in-demand occupations.
- Host a drive-thru job fair in three of the region's largest cities. That is where most of the impacted workers are as well.
- Host virtual job fairs.
- Provide incumbent worker funds to upskill existing staff.
- Collaborate with local chambers to make a virtual presentation about federal and state resources available through CareerForce. Three have been done so far with two more scheduled.
- Facilitate partnerships between schools and employers to increase career awareness of local opportunities and develop work-based learning opportunities.

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.

The Southwest MN Workforce Development Board in partnership with South Central WorkForce Council has established a regional goal to increase *program outcomes for individuals experiencing employment disparities (race/ethnicity, disability, educational attainment, offenders, older workers, and youth) through culturally competent services.*

Strategies to address disparities include:

- Measure and evaluate service levels and outcomes of individuals experiencing employment disparities and implement continuous improvement strategies. This includes measuring progress on a quarterly basis and review of annual outcomes by the Regional Leadership Team and the South Central and Southwest Minnesota workforce boards.
- Continue to develop strategies to increase wage outcomes for populations experiencing disparities, including career counseling and guidance to direct individuals into training that provides the skills required for demand occupations that pay family-sustaining wages.

- Target marketing to individuals experiencing employment disparities. This includes engagement with diverse communities and organizations that serve populations experiencing disparities.
- Facilitate discussions with ethnic communities in the planning and implementation of services to identify culturally specific needs.
- Conduct focus groups with individuals from diverse populations to gain a better understanding of their values, interests, barriers, service needs, and how to conduct effective outreach to diverse populations.
- Implement service strategies specific to the unique needs of targeted populations.
- Increase representation of individuals experiencing employment disparities on boards, committees, and staff. Conduct specific outreach to diverse communities when recruiting new board members, committee members and staff.
- Develop a professional development plan and offer training on cultural competency and targeted populations for staff, board members, and area employers.
- Evaluate and implement ideas to create a more welcoming environment and services in our CareerForce locations.

LOCAL PLAN- PROGRAM OPERATIONS

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

LWDA 6 staff communicate directly with DEED Rapid Response staff and comply with policy and procedures for Rapid Response as outlined in the DEED Rapid Response Policy that is found on DEED website. LWDA 6 staff abide by the policy immediately upon notice of a dislocation event occurring in LWDA 6.

LWDA 6 staff are trained and knowledgeable of all requirements related to the policies and procedures for Rapid Response.

Based on policy, when the LWDA 6 personnel hear about dislocation events before the State Rapid Response team is notified, the LWDA personnel will notify the State Rapid Response Team within 24 hours of learning about a dislocation event. The communication to DEED Rapid Response regarding the dislocation will occur either by email and/or phone.

Based on the current operations structure in LWDA 6, the Southwest Minnesota Private Industry Council has been identified as the primary respondent to dislocation events. When the dislocation results in a competitive process for services, the Southwest Minnesota Private Industry Council staff will remove themselves from contact with all workers from the dislocation event, until the competitive process is complete. In these rare circumstances the CareerForce Location reception staff will refer questions regarding the event to the DEED designated Rapid Response staff.

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

The LWDB has appointed Southwest Minnesota Private Industry Council as point of contact for the Dislocated Worker Programs and primary contact to the DEED Rapid Response office.

When Workforce Location Partner staff becomes aware of a potential dislocation event, in the LWDA 6, staff provide the dislocation information to the Adult/DW Program Manager. It is then the responsibility of the Program Manager to provide the information (within 24 hours) to the DEED Rapid Response representative. The initial details of the dislocation are normally communicated by phone and may be followed up with additional information via email and/or other methods such as regular mail. In addition, supporting information such as press releases; newspaper articles, etc. will be provided to DEED Rapid Response Team.

The LWDA 6 staff will fully cooperate and provide assistance to with a dislocation as Requested by DEED Rapid Response Team.

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

LWDB 6 has designated the Southwest Minnesota Private Industry Council Adult/Dislocated Worker Program Manager as the lead rapid response liaison for LWDA #6. Local communications regarding layoffs will be communicated to and coordinated with the LWDA #6 rapid response liaison. It is the role and responsibility of the LWDA 6 liaison to coordinate the dislocated worker activities and services within the local area to effectively serve workers affected by layoffs. The liaison is required to assure that communication is broadly shared with all appropriate partners and a comprehensive approach to align all potential services needed to benefit the workers is developed.

- 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?

LWDA #6 Southwest Minnesota Private Industry Council TAA designated lead staff is responsible for notifying the State Trade Act staff by phone or email when the LWDA becomes aware of companies that may be TAA certifiable. The TAA lead staff provide all current information that is available and will assist in obtaining additional information required for the State Trade Act staff to being an investigation.

- 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?

All LWDA #6 Southwest Minnesota Private Industry Council Dislocated Worker staff have participated in DEED sponsored TAA training and understand their role and responsibility in the process.

As noted in 2A, it is the responsibility of the designated local lead liaison to assure that there is open communication between all parties; assist with initial information meetings; assure that customers are provided needed assistance in completing the TAA application; serve as liaison between customer and TAA staff when there are customer concerns; communicate TAA concerns to customers; and participate in DEED sponsored TAA trainings.

TAA eligible individuals are co-enrolled with the Dislocated Worker (DW) programs and training plans are approved through the local dislocated worker program. Eligible dislocated workers participate in an individual assessment and develop an employment plan in coordination with the LWDA DW Counselor. All approved training plans are then submitted to the State TAA unit for final TAA funding approval.

Based on established follow-up policies, all TAA clients are followed up with by the DW staff every 30 days at a minimum.

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

Yes X

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

Yes X

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

LWDA Staff are provided with copies of both the DEED and local support service policies and trained in the local process and policies to stay compliant with policy. The local policy has defined categories, limits and amount of services for each program. The process for staffing and approval of customer education and employability plans is also outlined in the policy.

Assigned staff review the client barriers and determines the support service need during individual assessment with each eligible client. Based on unmet need and availability of support service funds, the staff follows the outlined process for approval as outlined in policy.

The identified, staffed, and approved support services are entered on the participants Individual Employment Plan, while also confirming that the need is warranted based on budget analysis and confirmation that support resources are not available through other programs or partner agencies.

Support services are approved through the standard fiscal approval process as outlined in the fiscal policies manual and the support service policy. Signatory requirements are internally in place and monitored through the fiscal controls system.

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

The Southwest Minnesota Workforce Development Board in partnership with the South Central WorkForce Council, has developed a regional Statuary Priority for Adult Funds. This policy indicates our priority of service includes:

1st Priority - Veterans and eligible spouses (covered persons) who are:

- Low income, or
- Recipients of public assistance, or

- Who are basic skills deficient

2nd Priority - Individuals (non-covered persons) who are:

- Low income, or
- Recipients of public assistance, or
- Who are basic skills deficient

3rd Priority - Veterans and eligible spouses who are:

- Not low income, or
- Not recipients of public assistance, and
- Are not basic skills deficient

4th Priority – Individuals (non-covered persons) who do not meet the above priorities, but meet one or more of the following criteria, established by the WIOA Region 5 Regional Plan:

- Individual with a disability
- Older worker (55+ years of age)
- Ex-offender
- Young adults (age 18-24)
- High school dropout
- Individuals from communities of color

5th Priority – All other eligible individuals who do not meet any of the Priority of Service categories above. The vast majority of individuals enrolled in the WIOA Adult program should meet the criteria for Priority of Service Categories 1, 2, 3, & 4.

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 Location?

Staff at the CareerForce reception desk and in the CareerLab are trained to ask probing questions and have customer service skills to determine how we can help the individual obtain their goals. They refer to on site signage and the veteran's questionnaire to draw out information regarding military service. That in addition to signage posted in visible places throughout our public spaces help us to determine their military status.

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

We make it publicly known through posting priority of service information on our websites and by verbally telling customers in workshops and during introductions to our services that Veterans and their spouses have priority of service in every CareerForce office.

Signage is visible at points throughout our public spaces. We thank them for their service and tell them verbally that Veterans and their spouses have priority of service. We coach them to register on Minnesotaworks.net and check the box that indicates they are a veteran. This simple detail assigns them special status on Minnesotaworks.net. When they enter their resume on Minnesotaworks.net and to make it viewable to employers, their resume will come up first when an employer searches for skills that match their resume and will be flanked by an American Flag symbol indicating to the employer that they served our country and are a priority for hire.

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

All websites associated with the CareerForce locations provide information on and notice of Veterans Priority of Service.

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

We request that that they answer the Veterans Service questionnaire to be reviewed by staff to see who can best serve them to meet their needs. We rely on self- disclosure for them to answer the questions honestly but recognize that until we have built rapport, they may not feel comfortable doing so. We build relationships through customer service and eventually, they may disclose things that were not brought to light initially.

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 Locations?

If they qualify for services with the Disabled Veterans Outreach Program Specialist, we immediately give or scan the questionnaire to the DVOP who contacts the Veteran for services. DVOPS do outreach services and every office has a DVOP assigned. We also make sure to meet any immediate needs through one of our CareerForce staff. We are all able to guide them with information, services, and resources to reach their employment goals, and immediate assistance is always a priority.

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

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

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

Yes X

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

Our strategy to ensure that job ready job seekers are registering on Minnesotaworks.net and making their resumes viewable is to demonstrate the benefits of the system and encourage them to use this tool to maximize their job search success. All CareerForce customers utilizing the CareerLab and all workshop attendees are given a brief orientation which includes information about our states premier labor exchange system that is free for both employers and job seekers. We encourage job seekers to create a complete profile with up to 5 targeted resumes and to make them viewable for employers. All unemployment insurance recipients are required to create their account and create a viewable resume as a condition of continued unemployment insurance benefits. Wagner-Peyser staff do outreach to follow up with unemployment recipients and help them with this task if it is not completed. We also encourage employers to post their job openings and to create their account on Minnesotaworks.net to be able to search the database for job seekers who have the targeted skills they are looking for. Employers can reach out to the job seekers directly for recruitment purposes.

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.

LWDB #6 policy and timetable for filling vacancies, replacing/reappointing members whose terms have ended is as follows:

- Recruitment Process includes the identification of individuals who have major decision-making, ownership, or management authority within their business or organization, with an emphasis on individuals who represent regional targeted industries and occupations in demand.
- Geographic and diversity representation are taken into account during recruitment.
- Notice of vacancies are published in local newspapers and recruitment letters sent to local Chamber of Commerce throughout the region, as well as other civic organizations with direct business networks such as regional development commissions and city and county economic development organizations.
- LWDB #6 Members, Chief Elected Official Board members, WDA management staff and other CareerForce Location staff also provide direct assistance with the recruitment process.

- Nominations are reviewed by the Chief Elected Official Board. The CEOB Board appoints members based on the information provided by the nominee including qualifications, interests, and how the applicant feels they can contribute to the goals and strategies of the Council.
- Nomination forms and any accompanying documents assuring compliance with WIOA are maintained in the administrative office of the Southwest Minnesota Private Industry Council.
- For terms ending at the end of June, members are polled to determine their level of interest in continuing to serve for another 2-year term. For members who expressed an interest in reappointment, their application will be reviewed and approved at the June CEOB meeting. For members indicating that they are not seeking reappointment, the standard recruitment process then begins.

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

Yes X No
 _____ _____

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

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 boards and its components' meetings and information regarding the local area boards 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 Location services, and are working with and referring to the CareerForce Location 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

Southwest Minnesota Workforce Development Board LWDA 6

Local Area Board Name

Southwest Minnesota Workforce Development Board #6

Name and Contact Information for the Local Area Board Chair:

Name	Len Bakken
Title	Director of Human Resources
Organization	HyLife
Address 1	1700 Hwy. 60 NE
Address 2	
City, State, ZIP Code	Worthington, MN 56187
Phone	507-303-7562
E-mail	Len.bakken@hylife.com

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

Name	Joe Fox
Title	County Commissioner
Organization	Swift County Board of Commissioners
Address 1	2215 – 40 th Street NW
Address 2	
City, State, ZIP Code	Appleton, MN 56208
Phone	320-394-2157
E-mail	Joe.fox@co.swift.mn.us

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

Local Area Board Chair

Name Len Bakken

Title Board Chair


Signature 

Date 4/12/2021

Local Elected Official

Name Joe Fox

Title Board Chair

Signature 

Date 3-27-21

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

WIOA Region 5 – Southwest Minnesota

Local Workforce Development Area

Local Workforce Development Area #6 - Southwest Minnesota

MEMBER	ORGANZIATION
Deborah Barnes	Lakeview Health Services/Oak Terrace
Val Bentsdahl	Jones Metal Products, Inc.
Commissioner John Roper	Faribault County Board of Commissioners
Commissioner De Malterer	Waseca County Board of Commissioners
Len Bakken	HyLife
Carla Goedtke	Investors Choice Financial Services Inc.
Commissioner Ron Antony	Yellow Medicine County Board of Commissioners
Commissioner Joe Fox	Swift County Board of Commissioners

LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Cody Arnold	507-476-4044	cody_arnold@state.mn.us	Gerald Mulhern
Equal Opportunity Officer	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors
Program Complaint Officer	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors
Records Management/Records Retention Coordinator	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors
ADA Coordinator	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors
Data Practices Coordinator	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors
English as Second Language (ESL) Coordinator	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors

CareerForce Location in Marshall, MN

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Denise Myhrberg	507.476.4042	denise.myhrberg@state.mn.us	Julie Sachs
Job Service Manager	Julie Sachs	218-396-0523	julie.sachs@state.mn.us	Reggie Worlds
Vocational Rehabilitation Services Manager	Mimi Schafer	612-437-2718	mimi.schafer@state.mn.us	Jay Hancock
State Services for the Blind Manager	Jenny Evenson	507-514-1492	jenny.evenson@state.mn.us	Edward Lecher
Local Workforce Development Area Director	Carrie Bendix	507-476-4067	cbendix@swmnpic.org	Board of Directors

Adult Basic Education (ABE)	See Moua-Leske	507-537-7046	See.Moua-Leske@marshall.k12.mn.us	Jeremy Williams
Carl Perkins Post-Secondary Manager	Linda Pesch	507-223-1325	Linda.pesch@mnwest.edu	Dr. Jeffery Williamson
Adult	Tim Jones	507-476-4054	tjones@swmnpic.org	Carrie Bendix
Dislocated Worker	Tim Jones	507-476-4054	tjones@swmnpic.org	Carrie Bendix
Youth	Eriann Faris	507-476-4053	efaris@swmnpic.org	Carrie Bendix

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

WIOA Region 5 – Southwest Minnesota

Local Workforce Development Area

Local Workforce Development Area #6 - Southwest Minnesota

REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA		
Len Bakken (Chair)	Director of Human Resources HyLife	6/30/2022
Carla Goedtke (Vice-Chair)	Owner Investors Choice Financial Services Inc.	6/30/2022
Robyn Leese (Secretary)	Human Resource Director Ritalka, Inc. / Spec Sys, Inc. / RVI Inc.	6/30/2021
Andy Easley	Human Resource Director Ralco / The tru Shrimp Company	6/30/2022
Anne Johnson	Executive Director Redwood Area Chamber & Tourism	6/30/2021
Melissa McGinty-Thompson	Chief Nursing Officer Swift County – Benson Health Services	6/30/2021
Nathalie Nkashama	Owner World Mart Grocery Store	6/30/2021
Tim Paulson	Vice President First Farmers of Merchants Bank	6/30/2021
Vince Robinson	President/Owner Development Services, Inc.	6/30/2021
Dave Rogers	Chief Executive Officer Ortonville Area Health Services & Fairway View Senior Communities	6/30/2022

Miguel Rivas	Franchise Owner Metro by T-Mobile, AT&T Dealer	6/30/2021
Dawn Schnell	Director of Nursing and Clinical Services Sanford Jackson Medical Center	6/30/2022
Jeffrey Varcoe	V.P. – Food Safety & Quality Schwan’s Shared Services, Inc.	6/30/2022
Brad Vaughn	General Manager Hills Stainless Steel	6/30/2022
LABOR & COMMUNITY-BASED ORGANIZATIONS		
Eric Austin	Labor Representative AFSCME Council 65	6/30/2021
Tim Jones	Adult Services Program Manager SW MN Private Industry Council, Inc.	6/30/2022
Kirby Kruse	Labor Representative, District Lodge 77, President International Association of Machinists & Aerospace Workers Local Lodge 1956	6/30/2021
Chuck Swanson	Executive Director Upper Sioux Community	6/30/2022
EDUCATION & TRAINING		
Bruce Bergeson	Director Minnesota River Valley CTE Collaborative	6/30/2022
Terry Gaalswyk	President Minnesota West Community & Technical College	6/30/2022
See Moua-Leske	Director SW ABE Marshall	6/30/2022
Ross Wastvedt	Provost & Vice President for Academic & Student Affairs Southwest Minnesota State University	6/30/2021

GOVERNMENT		
Diana Anderson	President/CEO Southwest Initiative Foundation	6/30/2021
Julie Sachs	Workforce Development Field Operations Area Manager MN Dept. of Employment & Economic Development	6/30/2021
Mimi Schafer	Area Manager, MN Dept. of Employment & Economic Development – Rehabilitation	6/30/2021
Beth Wilms	Director Southwest Health & Human Services	6/30/2021

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Len Bakken	1700 Hwy. 60 NE Worthington, MN 56187 507-303-7562 Len.bakken@hylife.com
VICE CHAIR Carla Goedtke	P.O. Box 28 Slayton, MN 56172 507-836-8898 carla@investors-choice.com
SECRETARY Robyn Leese	121 North 1 st Street, Suite 201 Montevideo, MN 56265 320-269-3227 Ext. 110 robyn@ritalka.com

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area

WIOA Region 5 – Southwest Minnesota

Local Workforce Development Area

Local Workforce Development Area #6 - Southwest Minnesota

Committee Name	Objective/Purpose
Executive Committee	Serves as the network of committee Chairs and Board Officers responsible for maintaining overall direction of Board and develop recommendations for the LWDB regarding organization, federal, state, and local issues. Oversee the overall operation of the Board. Serves as the liaison to the Chief Elected Official Board.
Youth Committee	Serves as the standing committee which addresses local workforce development area youth services and partnerships to insure youth have access to the services they need to become self-sufficient and successful. The mission of the committee is to guide the coordination of services that fully develop the employment potential of youth in southwest Minnesota.
Marketing/Community Awareness	Serves in Ad hoc capacity to promote the southwest area and provide community awareness regarding employment and lifestyle opportunities.
Career Pathways	Comprised of local board representatives, business, partners, and other key stakeholders. The purpose of the partnership is to identify needs of business and develop customized training opportunities to address the identified gaps in labor force.

Attachment D

<p>Diversity & Emerging Workforce</p>	<p>Committee will focus on identifying and addressing strategies to address diversity and equity issues within the Local Workforce Development area.</p>
<p>Employer-Led Industry Sector Partnerships</p>	<p>Members of this committee will work towards accomplishing the Goal #2 of the Regional Plan</p>
<p>One-Stop Operator Management Team</p>	<p>The Core Partners (SW MN PIC; Job Service: Rehabilitation) make up the Management Committee or One-Stop Operator. The committee is responsible for on-going program review; continuous improvement; and day-to-day operations of the CareerForce locations. The Committee is responsible for the development of the Infrastructure Agreements for the Centers as well as the Memorandum of Understanding between the partners. The IFAs and MOUs are reviewed and approved by the LWDB.</p>

Attachment F

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

Regional Workforce Development Area

WIOA Region 5 – Southwest Minnesota

Local Workforce Development Area

Local Workforce Development Area #6 - Southwest Minnesota

Name and Location (City)	Program Service Delivered
Big Stone County Family Service – Ortonville	MFIP/DWP/FSS; Youth Services
Lac qui Parle Family Services – Madison	MFIP/DWP/FSS; Youth Services
Swift County Family Services – Benson	MFIP/DWP/FSS; Youth Services
Yellow Medicine Family Services – Granite Falls & Canby	MFIP/DWP/FSS; Youth Services
Lincoln County Family Services – Ivanhoe	MFIP/DWP/FSS; Youth Services
Redwood County Family Services – Redwood Fall	MFIP/DWP/FSS; Youth Services
Murray County Family Services – Slayton	MFIP/DWP/FSS; Youth Services
Pipestone County Family Services – Pipestone	MFIP/DWP/FSS; Youth Services
Rock County Family Services - Luverne	MFIP/DWP/FSS; Youth Services
Jackson County Human Services – Jackson	MFIP/DWP/FSS; Youth Services
Cottonwood County Human Services - Windom	MFIP/DWP/FSS; Youth Services

Attachment F

Minnesota West CTC Campuses – Canby, Granite Falls, Jackson, Pipestone & Worthington	Adult, Dislocated Worker & Youth
Secondary Schools throughout LWDA 6	
Libraries, city offices, etc. throughout LWDA 6	

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 following information is taken from the 2020 Regional Profile of Southwest Minnesota produced by DEED Labor Market Analysts.

“After gaining more than 1,000 jobs in the past 5 years, the largest industry in Southwest Minnesota is now Health Care and Social Assistance, with 31,577 jobs at 1,366 firms. Due to the region’s older population, the largest sector was Nursing and Residential Care Facilities with 10,865 jobs, followed by Ambulatory Health Care Services with 7,725 jobs, Hospitals with 7,686 jobs, and Social Assistance, with 5,301 jobs.

With 31,338 jobs at 588 firms, Manufacturing is now the second largest employing industry, accounting for 17.8% of total jobs in the region. That is 6% higher than the state’s concentration of employment in manufacturing. At \$51,737 in 2019, average annual wages were nearly \$10,000 higher in manufacturing than the total of all industries. Retail trade is the third largest industry, with 19,193 jobs at 1,505 establishments, while the fourth largest industry is Educational Services, with just over 16,100 jobs at 238 firms, followed by Accommodation and Food Services with 12,228 jobs. Combined these top five industries account for 62.6% of the total jobs in the region.

Other important industries include Public Administration, Construction, Wholesale Trade, Transportation and Warehousing, Finance and Insurance, Agriculture, Other Services, and Administrative Support and Waste Management Services. Nine of the 20 main industries in the region added jobs since 2014, with huge gains occurring in Transportation and Warehousing, Health Care and Social Assistance, Educational Services, Public Administration, and Construction, while smaller gains were seen in Agriculture, Real Estate and Rental and Leasing, Other Services, and Arts, Entertainment and Recreation. The largest job loss was seen in Retail Trade, Accommodation and Food Services, Information, and Management of Companies. See Table 14.”

NAICS Industry Title	Number of Firms	Number of Jobs	Total Payroll (\$1,000s)	Avg. Annual Wage
Total, All Industries	12,311	176,514	\$7,587,985	\$42,988
Health Care & Social Assistance	1,366	31,577	\$1,351,699	\$42,806
Manufacturing	588	31,338	\$1,654,492	\$52,795
Retail Trade	1,505	19,193	\$486,267	\$25,336
Educational Services	238	16,104	\$698,681	\$43,386
Accommodation & Food Services	852	12,228	\$171,420	\$14,019
Public Administration	569	10,070	\$451,458	\$44,832
Construction	1,538	8,266	\$450,864	\$54,544
Wholesale Trade	642	7,714	\$476,352	\$61,752
Transportation & Warehousing	768	7,268	\$286,039	\$39,356
Finance & Insurance	698	5,887	\$378,744	\$64,336
Agriculture, Forestry, Fish & Hunt	662	5,382	\$235,672	\$43,789
Other Services	1,034	5,030	\$143,847	\$28,598
Admin. Support & Waste Mgmt. Svcs.	385	4,033	\$152,483	\$37,809
Professional & Technical Services	593	3,806	\$227,732	\$59,835
Information	212	2,496	\$122,502	\$49,079

Arts, Entertainment, & Recreation	237	2,013	\$34,693	\$17,234
Real Estate & Rental & Leasing	277	1,427	\$39,971	\$28,010
Management of Companies	45	1,414	\$115,325	\$81,559
Utilities	80	948	\$88,156	\$92,991
Mining	25	319	\$21,590	\$67,681
Source: DEED Quarterly Census of Employment & Wages (QCEW) program				

DEED Labor Market Information Office | Regional Analysis & Outreach | mn.gov/deed/data/

Additional Attachments:

Attachment I: Regional Profile

Attachment II: Occupations in Demand

Attachment III: Memorandum of Understanding

Attachment IV: Infrastructure Agreement

Southwest Minnesota Occupations in Demand (with Median Annual Wage), 2019			
Less than High School	High School or Equivalent	Some College, Vocational Training, or Assoc. Degree	Bachelor's Degree or Higher
Personal Care Aides (\$26,919)	Heavy & Tractor-Trailer Truck Drivers (\$44,307)	Registered Nurses (\$65,723)	Elementary School Teachers (\$49,919)
Combined Food Prep. & Serving Workers (\$23,754)	Supervisors of Retail Sales Workers (\$40,150)	Nursing Assistants (\$30,046)	Secondary School Teachers (\$51,607)
Cashiers (\$23,665)	Childcare Workers (\$23,494)	Machinists (\$41,453)	Agricultural & Food Science Technicians (\$42,140)
Janitors & Cleaners (\$27,891)	Office Clerks, General (\$34,602)	Licensed Practical & Vocational Nurses (\$45,512)	Preschool Teachers, Except Special Ed. (\$35,030)
Retail Salespersons (\$25,408)	Maintenance & Repair Workers, General (\$40,722)	Automotive Service Techs. & Mechanics (\$36,107)	Industrial Engineers (\$76,019)
Home Health Aides (\$27,561)	Teacher Assistants (\$28,683)	Industrial Machinery Mechanics (\$47,807)	Accountants & Auditors (\$61,676)
Waiters & Waitresses (\$21,617)	Secretaries & Administrative Assistants (\$38,419)	Police & Sheriff's Patrol Officers (\$58,377)	Middle School Teachers (\$49,989)
Laborers & Freight, Stock, & Material Movers (\$34,151)	Sales Representatives, Wholesale & Mfg. (\$62,712)	EMT's & Paramedics (\$36,520)	Financial Managers (\$102,734)
Stock Clerks & Order Fillers (\$26,428)	Welders, Cutters, Solderers & Brazers (41,595)	Industrial Engineering Technicians (\$48,612)	Mechanical Engineers (\$78,526)
Cooks, Restaurant (\$24,812)	Supervisors of Food Prep & Serving Workers (&33,357)	HVAC & Refrigeration Mechanics (\$44,355)	Human Resources Specialists (\$53,909)

Source: [DEED Occupations in Demand](#)



SOUTHWEST MINNESOTA

ECONOMIC DEVELOPMENT REGIONS 6W, 8, and 9

Covers counties:

Big Stone, Blue Earth, Brown, Chippewa,
Cottonwood, Faribault, Jackson,
Lac qui Parle, Le Sueur, Lincoln, Lyon,
Martin, Murray, Nicollet, Nobles,
Pipestone, Redwood, Rock, Sibley, Swift,
Waseca, Watonwan, and Yellow Medicine

2020 REGIONAL PROFILE

Updated November 2020



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DEMOGRAPHICS

POPULATION CHANGE

The Southwest Minnesota planning region includes a total of 23 counties, covering three Economic Development Regions (EDRs) and two Workforce Development Boards (WDBs). In sum, Southwest Minnesota was home to 391,510 people in 2018, about 7% of the state’s total population. The region saw a 1% decline in population over the past 9 years, primarily due to larger losses in Region 6W and Region 8, which overwhelmed the small increase in Region 9. In comparison, the state of Minnesota saw a 6.3% gain. See Table 1.

Only 4 of the 23 counties in the region gained population from 2010 to 2019, with the other 19 seeing declines. The largest counties in the region are Blue Earth and Nicollet County, which make up the Mankato/North Mankato Metropolitan Statistical Area (MSA). With 67,653 people, Blue Earth is the 13th largest county out of 87 in the state, and Nicollet has 34,274 people after gaining almost 1,550 people. Other large counties in the region include Le Sueur with 28,887 people, Lyon with 25,474 people, Brown with 25,008 people, and Nobles with 21,629 people; while Big Stone and Lincoln are the smallest counties in the region.

Table 1. Population Change 2010-2019

	2010 Population	2019 Estimates	2010-2019 Change	
			Number	Percent
Southwest Minnesota	395,643	391,510	-4,133	-1.0%
Region 6W	45,190	42,389	-2,801	-6.2%
Big Stone Co.	5,269	4,991	-278	-5.3%
Chippewa Co.	12,441	11,800	-641	-5.2%
Lac qui Parle Co.	7,259	6,623	-636	-8.8%
Swift Co.	9,783	9,266	-517	-5.3%
Yellow Medicine Co.	10,438	9,709	-729	-7.0%
Region 8	119,151	115,589	-3,562	-3.0%
Cottonwood Co.	11,687	11,196	-491	-4.2%
Jackson Co.	10,266	9,846	-420	-4.1%
Lincoln Co.	5,896	5,639	-257	-4.4%
Lyon Co.	25,857	25,474	-383	-1.5%
Murray Co.	8,725	8,194	-531	-6.1%
Nobles Co.	21,378	21,629	251	1.2%
Pipestone Co.	9,596	9,126	-470	-4.9%
Redwood Co.	16,059	15,170	-889	-5.5%
Rock Co.	9,687	9,315	-372	-3.8%
Region 9	231,302	233,532	2,230	1.0%
Blue Earth Co.	64,013	67,653	3,640	5.7%
Brown Co.	25,893	25,008	-885	-3.4%
Faribault Co.	14,553	13,653	-900	-6.2%
Le Sueur Co.	27,703	28,887	1,184	4.3%
Martin Co.	20,840	19,683	-1,157	-5.6%
Nicollet Co.	32,727	34,274	1,547	4.7%
Sibley Co.	15,226	14,865	-361	-2.4%
Waseca Co.	19,136	18,612	-524	-2.7%
Watonswan Co.	11,211	10,897	-314	-2.8%
State of Minnesota	5,303,925	5,639,632	335,707	6.3%

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

COMPONENTS OF POPULATION CHANGE

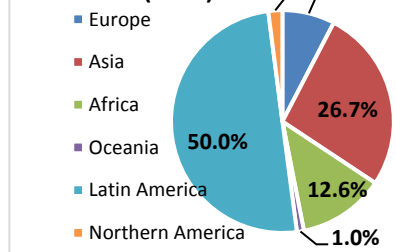
Southwest Minnesota has experienced a natural increase – more births than deaths – of about 7,800 people so far this decade. However, the region lost population because of out-migration, with about 12,000 more people moving out of the region than moving in. Though there was domestic out-migration of nearly 17,200 people, the region did enjoy positive in-migration of nearly 5,200 additional residents from international sources (see Table 2). Southwest Minnesota is now home to 18,928 foreign born residents, or about 4.8% of the total regional population. The number of immigrants in the region increased by 31.1% since 2010, outpacing the statewide growth rate of 25.8%. About half of these immigrants (9,473 people) were from Latin America, while the second largest number were from Asia (see Figure 1). The fastest growing wave of new immigrants came from Africa, rising by just over 1,000 people from 2010 to 2018.

Table 2. Components of Population Change, 2010-2019

	Total Change	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	Inter-national	Domestic
Southwest	-4,133	+7,822	43,450	35,628	-11,996	+5,187	-17,183
Minnesota	+335,707	+250,488	637,356	386,868	+88,161	+114,414	-26,253

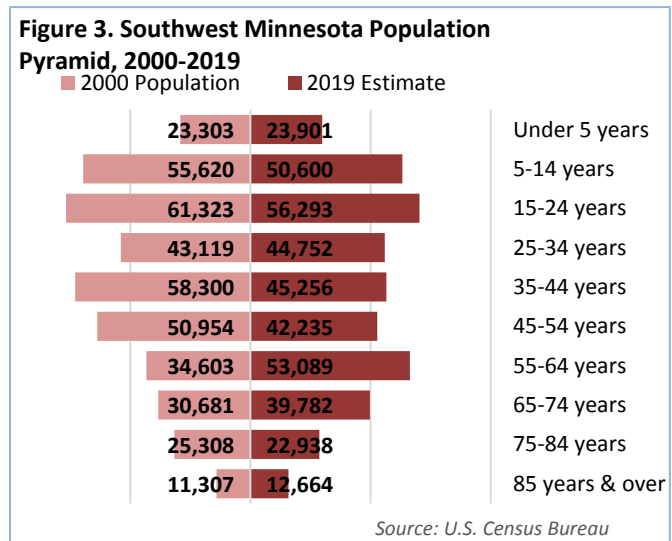
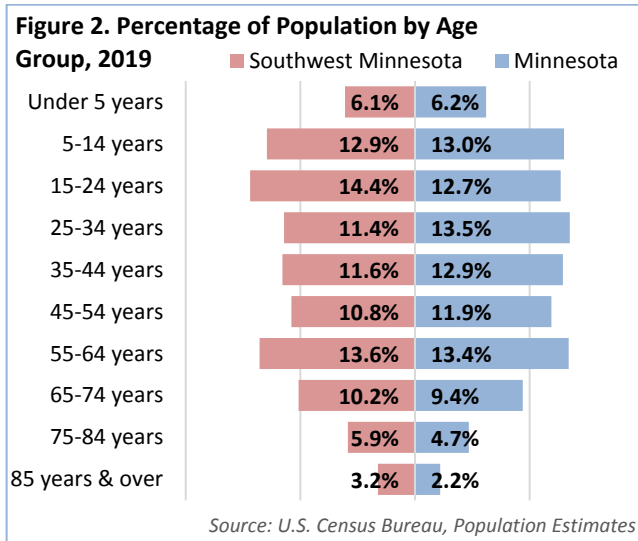
Source: U.S. Census Bureau, Population Estimates Program

Figure 1. Place of Birth for the Foreign Born Population in Southwest (2018)



POPULATION BY AGE GROUP

Southwest Minnesota has an older population than the rest of the state, with 32.9% of residents aged 55 years and over, compared to 29.7% statewide. Consequently, Southwest Minnesota had a lower percentage of people in the 25- to 54-year-old age group, typically considered the “prime working years,” as well as a smaller percent of school-aged children. However, having several postsecondary institutions in the region led to a higher percentage of people aged 15 to 24 (see Figure 2).

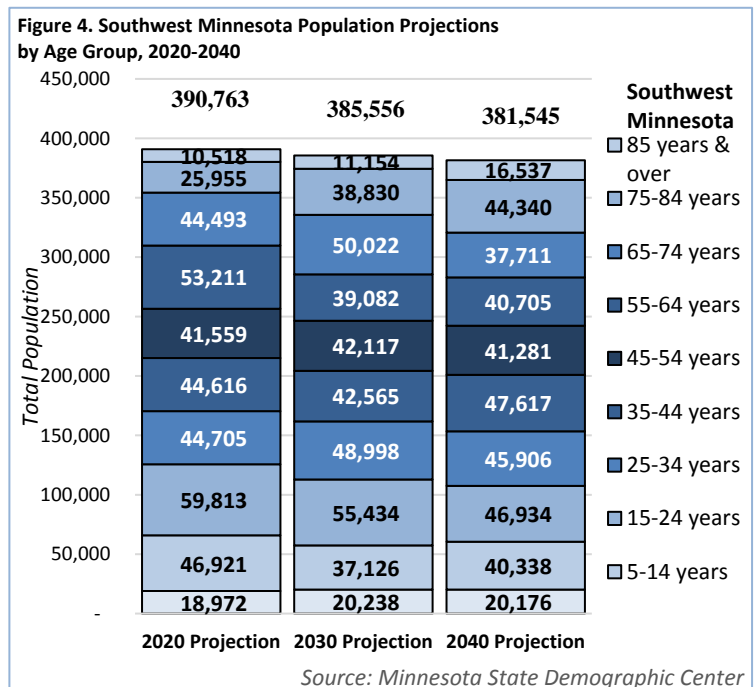


A large portion of the region’s population is a part of the Baby Boom generation, people born between 1946 and 1964, which is creating a significant shift in the population over time. While the number of younger and middle-aged residents was declining, the number of residents aged 55 years and over was rapidly increasing. This included a huge jump in the number of people from 55 to 74 years of age, but a more measured change in people aged 75 years and over (see Figure 3).

POPULATION PROJECTIONS BY AGE GROUP

Southwest Minnesota is projected to experience more population decline in the next 20 years. According to population projections from the [State Demographic Center](#), the region is expected to lose 9,218 residents from 2020 to 2040, a -2.4% decline (see Figure 4). In comparison, the state of Minnesota is projected to grow 8.8%.

Southwest Minnesota is expected to add just over 24,400 people aged 75 years and over, a 67% jump. The region is also projected to see a small gain in the 25- to 44-year-old age group, as well as a corresponding bump in children under 5. In contrast, the region is expected to lose school-aged children and young adults, as well as people from 45 to 74 years as the current Baby Boom generation moves through the population pyramid.



POPULATION BY RACE

Southwest Minnesota’s population is less diverse than the state’s, but is becoming more diverse over time. In 2018, about 92.2% of the region’s residents reported white alone as their race, compared to 83.3% of residents statewide. The region had much smaller percentages of Black or

Table 3. Race and Hispanic Origin, 2018	Southwest Minnesota			Minnesota	
	Number	Percent	Change from 2000-2018	Percent	Change from 2000-2018
Total	392,017	100.0%	-0.6%	100.0%	+12.4%
White	361,345	92.2%	-3.9%	83.3%	+4.7%
Black or African American	7,353	1.9%	+172.0%	6.2%	+99.3%
American Indian & Alaska Native	2,629	0.7%	+32.5%	1.1%	+7.3%
Asian & Other Pac. Islander	7,272	1.9%	+68.8%	4.8%	+83.8%
Some Other Race	7,513	1.9%	+18.1%	1.8%	+48.7%
Two or More Races	5,905	1.5%	+76.6%	2.9%	+90.7%
Hispanic or Latino	26,058	6.6%	+109.3%	5.3%	+104.2%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

African American residents, Asian or Other Pacific Islanders, and people of Two or More Races. However at 6.6%, Southwest Minnesota had a higher percentage of people reporting Hispanic or Latino origin than the state, and a similar percentage of people of Some Other Race, and American Indian. The region’s white population was declining whereas the population of all other race groups was increasing rapidly (see Table 3).

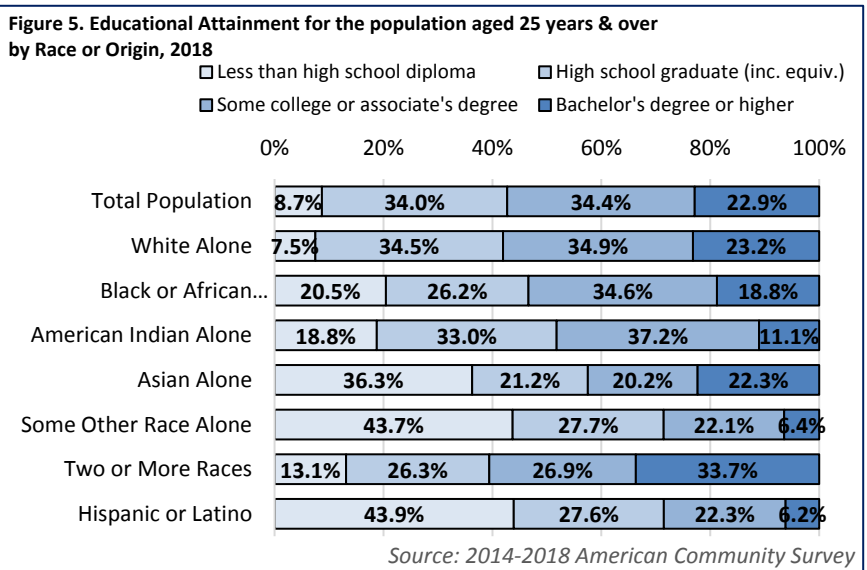
EDUCATIONAL ATTAINMENT

With 32.6% of adults aged 18 years and over having a college degree, Southwest Minnesota has lower educational attainment than the state, where 43.6% of adults have an associate, bachelor’s, or advanced degree. In contrast, Southwest has a slightly higher percentage of people with some college but no degree, and a much higher percentage of people with a high school diploma or less (see Table 4).

Table 4. Educational Attainment for the Adult Population, 2018	Southwest Minnesota		Minnesota
	Number	Percent	Percent
Total Population, 18 years & over	302,865	100.0%	100.0%
Less than high school	27,198	9.0%	7.6%
High school graduate (incl. equiv.)	99,236	32.8%	25.3%
Some college, no degree	77,805	25.7%	23.4%
Associate’s degree	35,245	11.6%	10.8%
Bachelor’s degree	46,540	15.4%	22.1%
Advanced degree	16,841	5.6%	10.7%

Source: U.S. Census Bureau, 2014-2018 American Community Survey

Educational attainment varies significantly by race and ethnicity in Southwest Minnesota. Nearly 45% of Hispanic or Latino residents or people of Some Other Race had less than a high school diploma, compared to just 7.5% of white residents. However, over 30% of Black or African Americans and American Indians have attended some college or earned an associate’s degree, and 22.3% of Asian residents had a bachelor’s degree or higher, which was in line with the white population (see Figure 5).



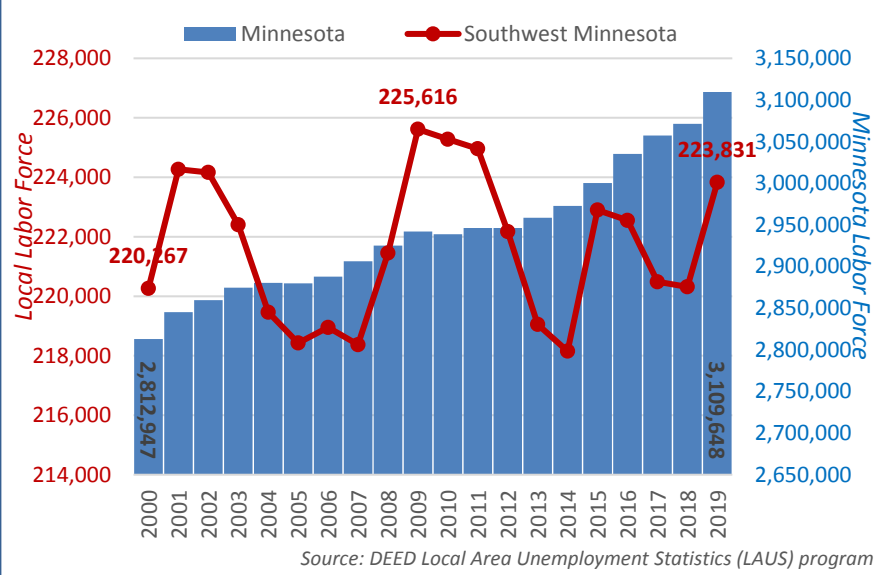
LABOR FORCE

LABOR FORCE CHANGE

According to data from DEED’s [Local Area Unemployment Statistics](#) program, Southwest Minnesota had an annual average labor force of just under 224,000 workers in 2019. The regional labor force has fluctuated up and down since 2000, but ended with a higher number of workers in 2019 than it had in 2000. As such, the labor force in Southwest Minnesota actually reached a peak in 2009, and has since declined (see Figure 6).

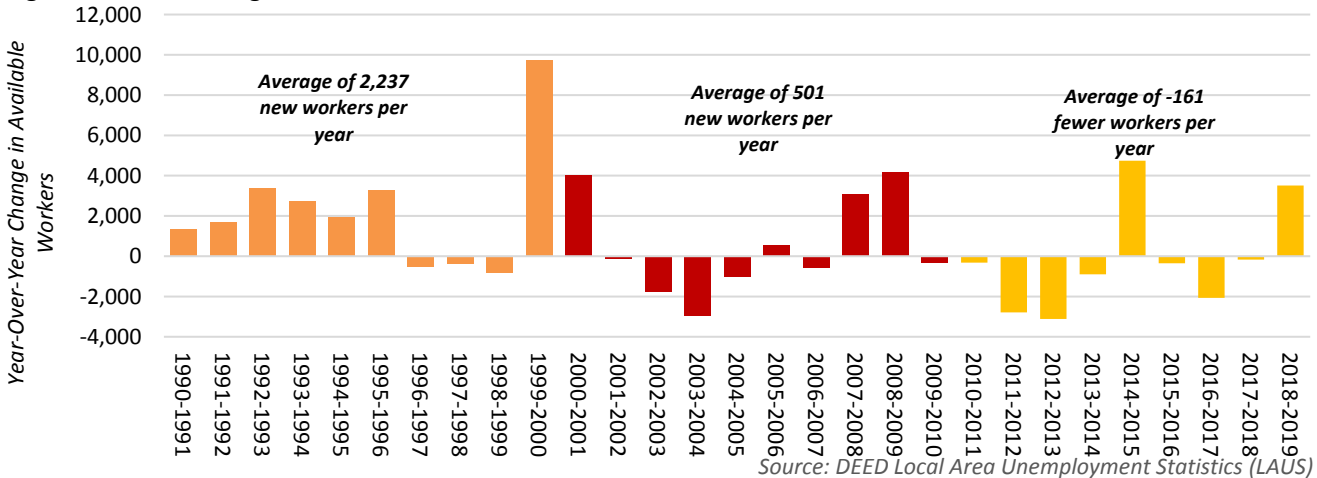
Southwest Minnesota lost about 2,000 workers from 2000 to 2007, then added over 7,000 workers during the Great Recession as people flooded into the labor market to earn extra income. As the economy recovered, people began dropping out again until 2014, then the region has seen more ups and downs. There were just over 7,790 unemployed workers in 2019, down from a high of more than 15,000 unemployed workers in both 2009 and 2010. These labor force constraints will have a substantial impact on the regional economy.

Figure 6. Annual Labor Force Estimates, 2000-2019



Averaging a net gain of 2,237 additional labor force participants per year between 1990 and 2000, employers in Southwest Minnesota were able to tap into a large and growing pool of talented workers. With recent declines, the region actually averaged a loss of 161 fewer workers per year between 2010 to 2019. See Figure 7. Increasingly tight labor markets and a growing scarcity of workers is now recognized as one of the most significant barriers to future economic growth in Southwest Minnesota. In the face of these constraints, it has become evident that a more diverse workforce in terms of age, gender, race, ethnicity, disability status, and immigration has been and will continue to be a vital source of the workers that employers need to succeed. As the white, native-born workforce continues to age, younger workers of different races or from different countries will comprise the fastest growing segment of the labor force.

Figure 7. Annual Change in Labor Force, 1990-2019 - Southwest Minnesota



LABOR FORCE PROJECTIONS

If Southwest Minnesota's population changes at the projected rates shown in Figure 4 above, the region would be expected to see a decline in the labor force over the next decade. Applying current labor force participation rates to future population projections by age group creates labor force projections for the region, which show a steady 3.8% drop in workforce numbers. See Table 5.

In addition to the overall decline, the labor force will also see a significant shift over time, with large gains in the number of workers aged 65 years and over against huge declines in the number of workers aged 55 to 64 years. The region is also expected to lose teenaged workers and entry-level workers in the next decade. However, the region is expected to see gains in the number of 25 to 54 year olds. Due to the growth, the 25 to 54 year old age group will make up about 55.2% of the total workforce in 2030, up from 54 percent in 2020.

Either way, these long-term declines will likely lead to a tight labor market in the future, with employers needing to respond to the changing labor force availability in the region.

	2020 Labor Force Projection	2030 Labor Force Projection	2020-2030 Change	
			Numeric	Percent
16 to 19 years	12,167	10,692	-1,475	-12.1%
20 to 24 years	28,017	27,043	-974	-3.5%
25 to 44 years	79,149	81,135	1,987	2.5%
45 to 54 years	35,924	36,407	482	1.3%
55 to 64 years	40,720	29,908	-10,812	-26.6%
65 to 74 years	14,331	16,112	1,781	12.4%
75 years & over	2,600	3,563	963	37.0%
Total Labor Force	212,908	204,860	-8,049	-3.8%

Source: calculated from [MN State Demographic Center projections](#), and [2014-2018 American Community Survey 5-Year Estimates](#).

EMPLOYMENT CHARACTERISTICS

With 68% of the working age population aged 16 years and over in the labor force, Southwest Minnesota had slightly lower labor force participation rates than the state's 69.7% rate. However, the region actually had higher labor force participation rates than the state in all but two age groups, but the overall rate was lower because a higher percentage of the region's labor force was older. See Table 6.

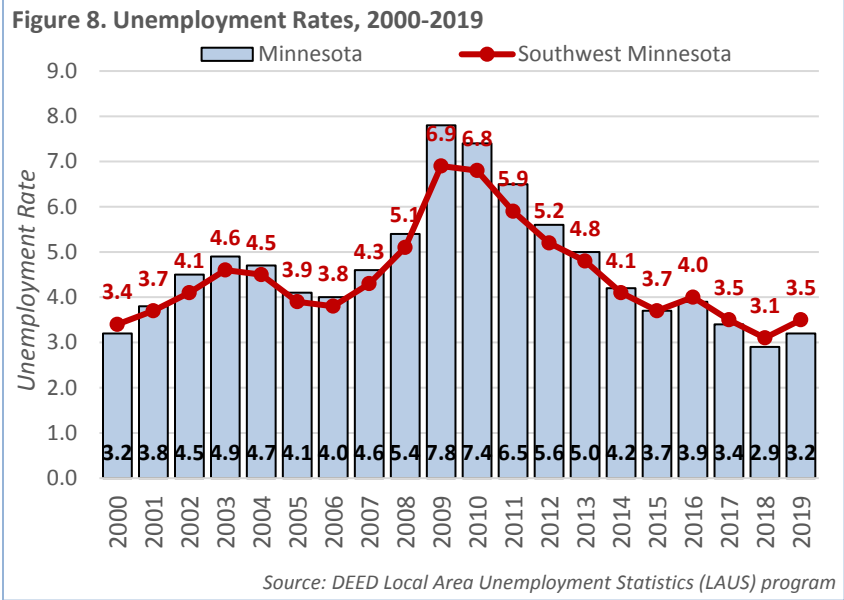
In contrast, the region had lower participation rates than the state for almost every race group; and also had large unemployment rate disparities for minorities. Almost 16% of Black or African American workers were unemployed, compared to 3% percent of white workers. The region also had 10,540 workers with disabilities in the labor force, with higher participation rates in the region. Unemployment rates were highest for youth, minorities, and workers with disabilities.

Age Group	Southwest Minnesota			Minnesota	
	Labor Force	Labor Force Partic. Rate	Unemp. Rate	Labor Force Partic. Rate	Unemp. Rate
Total Labor Force	212,679	68.0%	3.4%	69.7%	3.9%
16 to 19 years	12,426	57.2%	11.0%	52.9%	11.7%
20 to 24 years	25,609	84.3%	4.9%	84.4%	6.4%
25 to 44 years	78,800	88.6%	3.0%	88.6%	3.5%
45 to 54 years	40,434	86.4%	2.4%	87.3%	2.8%
55 to 64 years	41,278	76.5%	2.4%	72.6%	3.0%
65 to 74 years	1,1657	32.2%	1.6%	27.6%	2.4%
75 years & over	2,487	7.1%	1.7%	6.3%	2.6%
Employment Characteristics by Gender					
Male	112,918	72.6%	3.7%	73.5%	4.3%
Female	99,765	63.4%	2.9%	66.0%	3.4%
Employment Characteristics by Race & Hispanic Origin					
White alone	198,532	67.9%	3.0%	69.5%	3.3%
Black or African American	3,608	67.6%	15.9%	70.7%	9.9%
American Indian & Alaska Native	1,111	59.1%	5.1%	58.5%	12.8%
Asian or Other Pacific Islanders	3,621	65.9%	6.5%	71.3%	4.7%
Some Other Race	3,666	73.9%	5.7%	77.2%	6.2%
Two or More Races	2,155	75.3%	7.5%	73.1%	7.6%
Hispanic or Latino	12,330	74.5%	7.1%	76.3%	6.5%
Employment Characteristics by Disability					
With Any Disability	10,540	53.9%	8.8%	52.5%	9.0%
Employment Characteristics by Educational Attainment					
Population 25 to 64 years	160,519	84.6%	2.5%	84.2%	3.2%
Less than H.S. Diploma	9,106	67.7%	3.3%	65.4%	4.5%
H.S. Diploma or Equivalent	46,092	80.8%	2.0%	78.6%	2.6%
Some College or Assoc. Degree	63,304	87.4%	2.1%	85.2%	3.2%
Bachelor's Degree or Higher	41,985	89.9%	1.2%	89.8%	1.9%

Source: 2013-2017 American Community Survey, 5-Year Estimates

UNEMPLOYMENT RATE

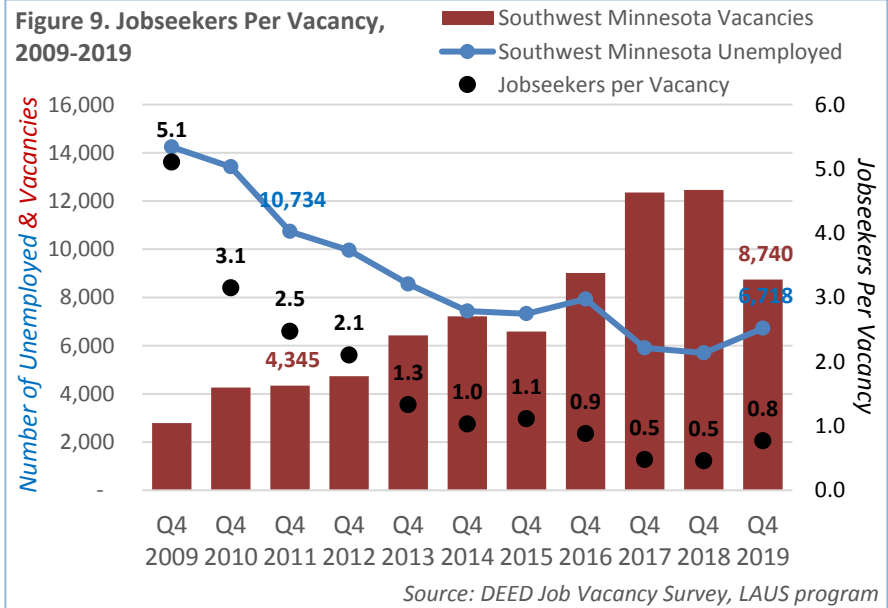
Up until 2016, Southwest Minnesota had consistently reported slightly lower unemployment rates than Minnesota and the nation, regardless of the state of the economy. According to [Local Area Unemployment Statistics](#), the region’s unemployment rate hovered just below the state rate from 2002 to 2008, before rising to almost 7% in 2009 and 2010, then dropping back to prerecession levels in 2014 and 2015, when it matched the state rate. Since then, Southwest Minnesota’s unemployment rate has been just above the state rate, with a 2019 annual rate of 3.5%. See Figure 8.



JOBSEEKERS PER VACANCY

As the number of available workers has declined and the economy continues to recover, the region’s labor market has tightened. One clear demonstration of this is the ratio of unemployed jobseekers per vacancy, which now stands at 0.8-to-1 in Southwest Minnesota.

According to recent job vacancy survey results, there were 8,740 openings reported by employers compared to 6,718 unemployed jobseekers in the region. The ratio climbed as high as 5.1 during the recession in 2009. See Figure 9.



COMMUTE SHED AND LABOR SHED

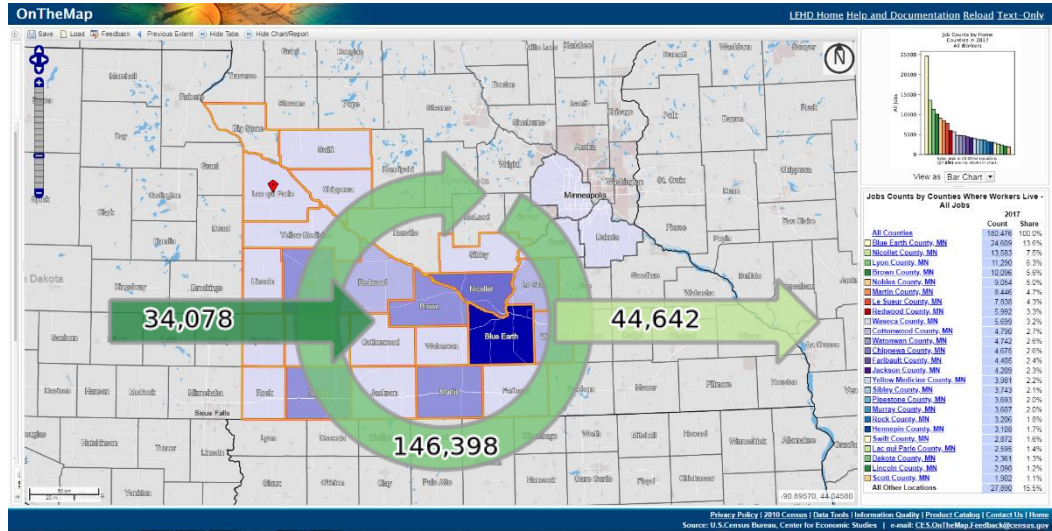
According to commuting data from the [U.S. Census Bureau](#), the vast majority – about 81 percent – of workers who live in the region also work within the region. However, Southwest Minnesota is a net exporter of labor, having more workers than available jobs. In sum, 146,398 workers both lived and worked in Southwest Minnesota in 2017, while another 34,078 workers drove into the region for work, compared to 44,642 workers who lived in the region but drove to surrounding counties for work. See Table 7 and Figure 10.

	2017	
	Count	Share
Employed in the Selection Area	180,476	100.0%
Employed in the Selection Area but Living Outside	34,078	18.9%
Employed and Living in the Selection Area	146,398	81.1%
Living in the Selection Area	191,040	100.0%
Living in the Selection Area but Employed Outside	44,642	23.4%
Living and Employed in the Selection Area	146,398	76.6%

Source: U.S. Census Bureau, OnTheMap

Home to Mankato, Blue Earth County is the largest regional employment center, and was the biggest draw for workers, followed by Lyon, Nicollet, Brown, Nobles, Martin, Le Sueur, Waseca, and Redwood County. Employers in the region both lose and draw workers from the Twin Cities metro area, as well as

Figure 10. Southwest Minnesota Labor and Commute Shed, 2017

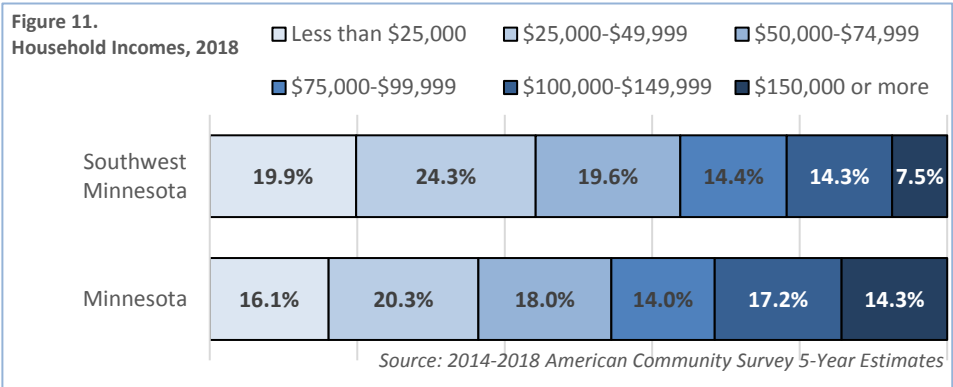


Minnehaha County in South Dakota, which includes Sioux Falls. More workers commute out of the region than commute in. See Figure 10.

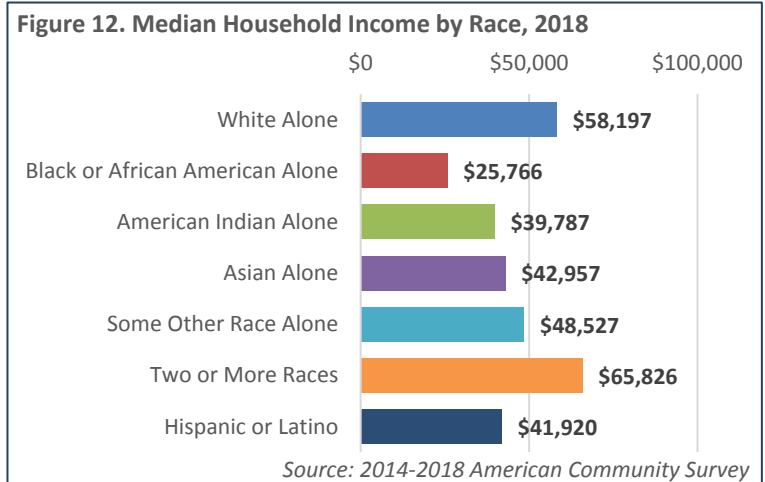
INCOMES, WAGES AND OCCUPATIONS

HOUSEHOLD INCOMES

Household incomes were significantly lower in Southwest Minnesota than the rest of the state. The median household income in Southwest was \$56,796 in 2017, compared to \$68,411 in Minnesota. Almost 45% of the households in the region had incomes below \$50,000 in 2018, compared to 36.4% of households statewide. Another 34% earned between \$50,000 and \$100,000, and 21.8% earned over \$100,000 per year. See Figure 11.



Median household incomes varied by race or origin in the region. Black or African American households reported the lowest incomes in Southwest Minnesota, with a median income that was over \$32,000 lower than for White households. With the exception of households of Two or More Races and Some Other Race, all of the other race and origin groups had median incomes around \$41,000 per year, which was about \$17,000 lower than the median household income for Whites. See Figure 12.



COST OF LIVING

According to DEED’s [Cost of Living tool](#), the basic needs budget for an average Minnesota family (which consists of 2 adults and 1 child, with 1 full-time and 1 part-time worker) was \$56,772 in 2019. The cost of living for a similar family in Southwest Minnesota was \$47,088 – which was the lowest of the 6 planning regions in the state. The highest monthly costs were for transportation, food, and housing; though the region’s housing, child care, taxes, and transportation costs were significantly lower than the rest of the state. In order to meet the basic cost of living for the region, the workers in the family scenario described would need to earn \$15.09 per hour over the course of 60 hours per work week.

DEED’s Cost of Living tool provides different estimates for household compositions including single people, partnered couples, and up to 4 children. For a single person living alone and working full-time, the estimated yearly cost in Southwest would be \$27,228, which would require an hourly wage of \$13.21 to meet the basic needs standard of living. See Table 8.

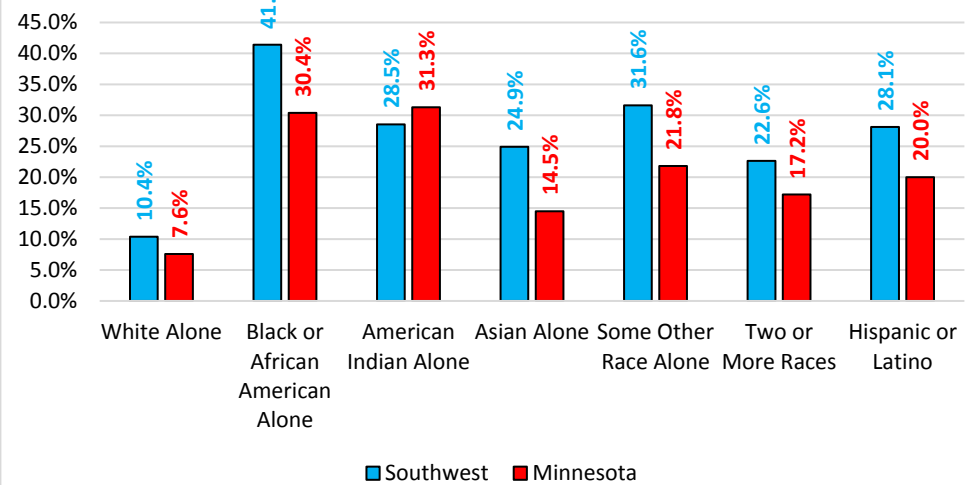
Table 8. Southwest Minnesota Cost of Living, 2019										
Family Composition	Number of Workers	Yearly Cost of Living	Hourly Wage Required	Monthly Costs						
				Child Care	Food	Health Care	Housing	Transportation	Other	Taxes
Southwest Minnesota										
Single, 0 children	1 FT	\$27,228	\$13.21	\$0	\$321	\$196	\$599	\$616	\$258	\$299
Single, 1 child	1 FT	\$39,288	\$18.89	\$454	\$494	\$385	\$780	\$620	\$357	\$184
2 parents, 1 child	1 FT, 1 PT	\$47,088	\$15.09	\$227	\$763	\$659	\$780	\$709	\$433	\$353
2 parents, 2 children	2 FT	\$50,892	\$12.23	\$454	\$763	\$659	\$780	\$709	\$433	\$443
State of Minnesota										
Single, 0 children	1 FT	\$31,392	\$15.09	\$0	\$336	\$157	\$798	\$653	\$318	\$354
2 parents, 1 child	1 FT, 1 PT	\$56,772	\$18.20	\$516	\$769	\$593	\$1,033	\$755	\$505	\$560

Source: DEED Cost of Living tool

Overall, Southwest Minnesota’s poverty rate was 11.9%, which was higher than the statewide rate of 10.1%. Like incomes, poverty levels varied widely by race and origin. It was estimated that over 40% of the region’s Black or African American population was below the poverty level in 2018, compared to just 10.4% of the White population. Likewise, poverty levels hovered around 30% for American Indians, people of Some Other Race, and people of Hispanic or Latino origin. About 25% of Asian residents and 23% of people of Two or More Races were below the poverty level in 2018. In almost all cases, the region’s poverty rate was higher than the state’s poverty rate, a reflection of the lower household incomes as noted above. See Figure 13.

Figure 13. Percent Below Poverty Level by Race or Origin (2018)

Source: 2014-2018 American Community Survey



WAGES AND OCCUPATIONS

According to DEED's [Occupational Employment Statistics](#) program, the median hourly wage for all occupations in Southwest Minnesota was \$18.38 in the first quarter of 2020, which was the lowest wage level of the six planning regions in the state (tied with Northwest). Southwest's median wage was \$3.11 below the state's median hourly wage, equaling 85.5% of the statewide wage rate, and \$4.92 below the median hourly wage in the Twin Cities metro area, which would amount to over \$10,200 per year for a full-time worker. At \$17.91, EDR 8 had the lowest median wage in the region, just below EDR 6W at \$18.02, and well below EDR 9 at \$18.75. See Table 9.

	Median Hourly Wage	Estimated Regional Employment
Central Minnesota	\$19.28	278,730
Twin Cities Metro Area	\$23.30	1,805,980
Northeast Minnesota	\$19.03	144,320
Northwest Minnesota	\$18.38	223,440
Southeast Minnesota	\$19.89	242,490
Southwest Minnesota	\$18.38	176,420
EDR 6W - Upper MN Valley	\$18.02	32,970
EDR 8 - Southwest	\$17.91	53,190
EDR 9 - South Central	\$18.75	99,570
State of Minnesota	\$21.49	2,880,650

Source: [DEED Occupational Employment Statistics](#)

Based on location quotient, Southwest Minnesota stands out for having higher concentrations of occupations in Farming, Fishing and Forestry, Production, Installation, Maintenance and Repair, Education, Training and Library, and Transportation and Material Moving. The largest occupations in the region include Office and Administrative Support, Production, Food Preparation and Serving Related, Transportation and Material Moving, and Sales and Related. Not surprisingly, the lowest-paying jobs are concentrated in Food Prep and Serving, Building and Grounds Cleaning and Maintenance, Sales and Related, Personal Care and Service, and Healthcare Support, which tend to have lower educational and training requirements. For the most part, the gap in pay between Southwest Minnesota and the state is also much lower in these jobs. See Table 10.

Occupational Group	Southwest Minnesota				State of Minnesota		
	Median Hourly Wage	Estimated Regional Employment	Share of Total Employment	Location Quotient	Median Hourly Wage	Estimated Statewide Employment	Share of Total Employment
Total, All Occupations	\$18.38	176,420	100.0%	1.0	\$21.49	2,880,650	100.0%
Office & Administrative Support	\$18.23	21,320	12.1%	1.0	\$20.03	363,800	12.6%
Production	\$18.10	18,650	10.6%	1.4	\$19.03	212,650	7.4%
Food Preparation & Serving Related	\$11.77	16,840	9.5%	1.1	\$12.43	244,300	8.5%
Transportation & Material Moving	\$17.93	15,550	8.8%	1.2	\$18.06	216,890	7.5%
Sales & Related	\$14.57	15,090	8.6%	0.9	\$15.37	277,000	9.6%
Education, Training & Library	\$21.96	13,190	7.5%	1.3	\$24.38	165,310	5.7%
Healthcare Support	\$14.30	11,470	6.5%	1.1	\$14.81	163,160	5.7%
Healthcare Practitioners & Technical	\$30.46	10,080	5.7%	0.9	\$36.07	190,800	6.6%
Installation, Maintenance & Repair	\$21.71	8,000	4.5%	1.3	\$24.31	100,060	3.5%
Management	\$40.47	7,940	4.5%	0.8	\$52.70	170,650	5.9%
Construction & Extraction	\$23.35	7,290	4.1%	1.1	\$28.97	104,900	3.6%
Building, Grounds Cleaning & Maint.	\$14.05	5,450	3.1%	1.1	\$15.23	83,860	2.9%
Business & Financial Operations	\$29.20	5,320	3.0%	0.5	\$33.87	171,550	6.0%
Personal Care & Service	\$13.16	4,150	2.4%	1.0	\$13.65	70,290	2.4%
Community & Social Service	\$22.64	4,010	2.3%	1.1	\$23.34	57,200	2.0%
Protective Service	\$19.75	2,830	1.6%	1.0	\$22.45	45,030	1.6%
Architecture & Engineering	\$32.03	2,750	1.6%	0.8	\$38.00	55,520	1.9%
Computer & Mathematical	\$31.61	1,710	1.0%	0.3	\$42.71	97,960	3.4%
Life, Physical & Social Science	\$27.19	1,640	0.9%	1.0	\$34.35	27,070	0.9%
Arts, Design, Entertainment & Media	\$18.68	1,630	0.9%	0.7	\$24.52	38,540	1.3%
Farming, Fishing & Forestry	\$16.62	920	0.5%	3.7	\$17.72	4,060	0.1%
Legal	\$30.61	580	0.3%	0.5	\$37.35	20,050	0.7%

Source: DEED Occupational Employment Statistics, Qtr. 1 2020

In contrast, the highest paying jobs are found in Management, Legal, Architecture and Engineering, Computer and Mathematical, Healthcare Practitioners, Business and Financial Operations, and Life, Physical, and Social Science occupations, which all need higher levels of education and experience, including many that require postsecondary training. The pay gaps between the region and state are much bigger in these occupations.

JOB VACANCY SURVEY

Employers in Southwest Minnesota reported 8,740 job vacancies in the fourth quarter of 2019, which equaled nearly 1,550 fewer openings compared to the past year, but was the fourth highest number ever reported in the region. The median hourly wage offer was \$15.00 across all occupations, but ranged from a low of \$10.00 per hour for Arts, Design, Entertainment and Media workers to more than \$27 per hour for Healthcare Practitioners and Technical occupations. Reflecting changing demand for occupations and for the workers to fill the openings, the median wage offer increased almost \$3.00 compared to the fourth quarter of 2014, a 25% increase.

The largest number of vacancies were in Food Preparation and Serving Related occupations, followed by Transportation and Material Moving, Healthcare Practitioners and Technical and Healthcare Support occupations, Sales and Related and Personal Care and Service. Almost 60% of the vacancies in the region were in these six occupational groups. Overall, 43% of the vacancies were part-time, 31% required post-secondary education, and 41% required one or more years of experience. See Table 11. In sum, educational requirements in the region had been stable or declining over the past 5 years, while work experience requirements were rising.

Table 11. Job Vacancy Survey Results, Qtr. 4 2019

Southwest Minnesota	Number of Total Vacancies	Percent Part-time	Percent Temporary or Seasonal	Requiring Post-Secondary Education	Requiring 1 or More Years of Work Exp.	Requiring Certificate or License	Median Hourly Wage Offer	Job Vacancy Rate
Total, All Occupations	8,740	43%	12%	31%	41%	51%	\$15.00	4.9
Management	199	15%	1%	41%	87%	41%	\$20.29	2.5
Business & Financial Operations	151	4%	0%	51%	90%	60%	\$21.11	2.9
Computer & Mathematical	134	0%	0%	91%	23%	6%	\$16.40	6.7
Architecture & Engineering	94	2%	0%	84%	57%	52%	\$20.37	3.9
Life, Physical & Social Sciences	49	50%	54%	81%	35%	19%	\$12.95	4.2
Community & Social Service	130	21%	6%	55%	63%	67%	\$16.04	3.1
Legal	45	0%	0%	0%	0%	0%	\$24.01	6.3
Education, Training & Library	316	48%	63%	82%	87%	85%	\$15.73	2.5
Arts, Design, Entertainment & Media	117	89%	2%	6%	9%	2%	\$10.00	8.1
Healthcare Practitioners & Technical	753	53%	2%	93%	42%	94%	\$27.38	7.1
Healthcare Support	660	75%	0%	32%	1%	68%	\$13.45	9.3
Protective Service	141	73%	23%	53%	34%	92%	\$15.44	5
Food Preparation & Serving Related	1,512	65%	2%	0%	21%	13%	\$11.73	9.3
Building, Grounds Cleaning & Maint.	172	54%	9%	1%	16%	23%	\$12.60	3.2
Personal Care & Service	503	65%	5%	11%	18%	58%	\$12.34	6.9
Sales & Related	584	33%	2%	5%	26%	44%	\$14.99	3.5
Office & Administrative Support	376	29%	6%	11%	46%	12%	\$14.26	1.5
Construction & Extraction	260	0%	77%	19%	83%	22%	\$14.31	3.7
Installation, Maintenance & Repair	455	9%	1%	56%	67%	70%	\$19.26	5.6
Production	441	17%	2%	16%	26%	7%	\$14.65	2.4
Transportation & Material Moving	1,087	47%	4%	4%	43%	85%	\$17.28	7.7
Internships	395	5%	94%	99%	94%	94%	\$14.21	0

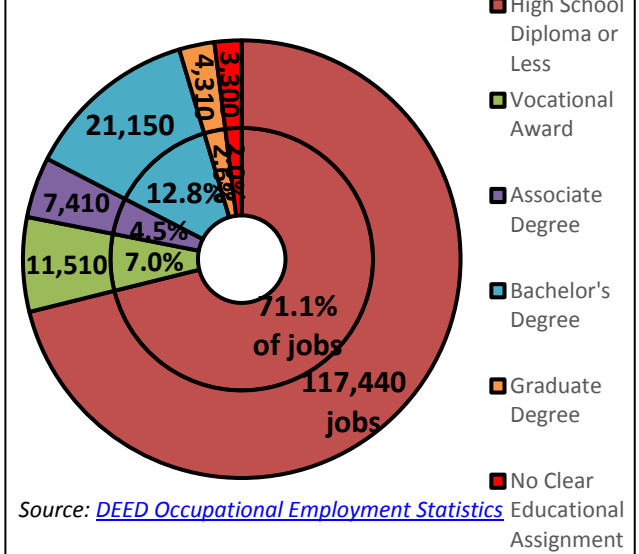
Source: DEED Job Vacancy Survey, Qtr. 4 2019

EDUCATIONAL REQUIREMENTS

Similar to Job Vacancy Survey results, data from DEED’s Occupational Employment Statistics program shows that only about 30% of jobs in the region require postsecondary education for entry. The other 70% can be started with a high school diploma or less and some amount of on-the-job training See Figure 14.

Certain careers – such as dentists, lawyers, and teachers – require a college education, while other jobs – including cost estimators, sales representatives, and correctional officers – do not. College is an excellent way to move up career ladders and open windows of opportunity to fields that would otherwise be closed, such as nursing or engineering. Many of these occupations offer high wages and are in high demand in the marketplace. While education is typically a worthwhile investment, college can be expensive – with average annual expenses ranging between \$14,500 and almost \$50,000 per year in Minnesota. For those who go to college, choice of major matters – different programs lead to different jobs that earn different amounts of money. Students and jobseekers can use labor market data to make more informed career decisions.

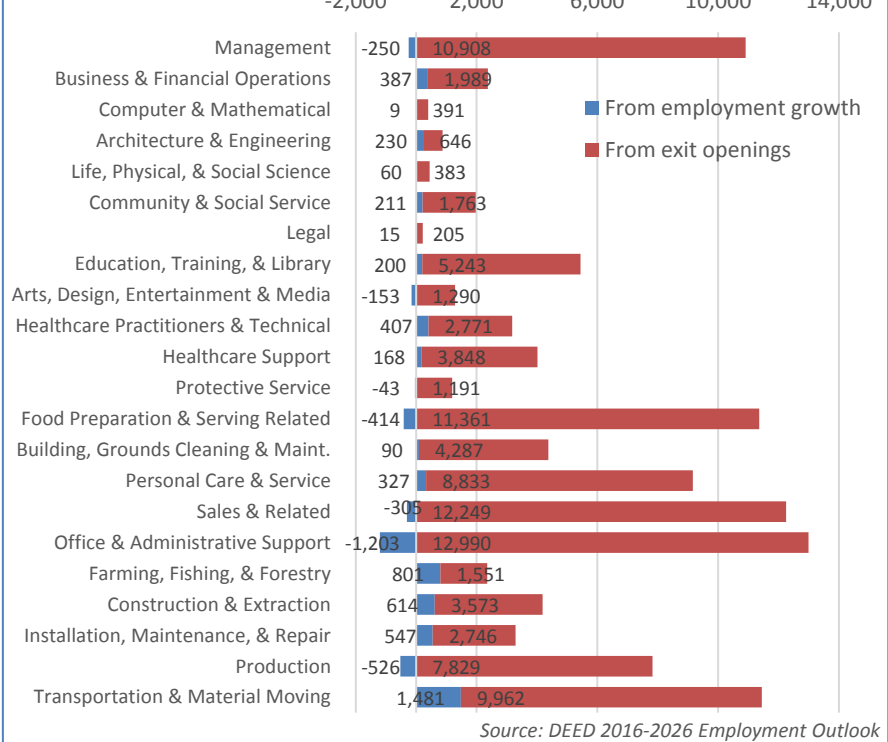
Figure 14. Southwest Minnesota Share of Jobs by Educational Requirements, 2019



EMPLOYMENT PROJECTIONS

Overall, the 23-county Southwest Minnesota planning area is projected to grow 0.9% from 2016 to 2026, a gain of just 1,885 new jobs. That is the slowest of the 6 planning regions in the state. In addition, the region is also expected to have 103,553 replacement openings with the need to fill jobs left vacant by retirements and other career changers. Transportation and Material Moving, Farming, Construction and Extraction; Installation, Maintenance, and Repair; and Healthcare Support and Practitioners are expected to see the most new growth, but every occupational group will show some future demand either through new jobs or replacement openings. See Figure 15.

Figure 15. Southwest Minnesota Employment Projections, 2016-2026



OCCUPATIONS IN DEMAND

According to DEED's [Occupations in Demand](#) tool, there are well over 200 occupations showing 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 are also concentrated in the region's major industries. For example, nursing assistants, personal care aides, teachers, mechanics and repair workers, and heavy and tractor trailer truck drivers are among the top occupations in demand based on the consistent need for workers in these fields. Many of the jobs are concentrated in manufacturing, health care, transportation, and other related industries. See Table 12.

Less than High School	High School or Equivalent	Some College, Vocational Training, or Assoc. Degree	Bachelor's Degree or Higher
Personal Care Aides (\$26,919)	Heavy & Tractor-Trailer Truck Drivers (\$44,307)	Registered Nurses (\$65,723)	Elementary School Teachers (\$49,919)
Combined Food Prep. & Serving Workers (\$23,754)	Supervisors of Retail Sales Workers (\$40,150)	Nursing Assistants (\$30,046)	Secondary School Teachers (\$51,607)
Cashiers (\$23,665)	Childcare Workers (\$23,494)	Machinists (\$41,453)	Agricultural & Food Science Technicians (\$42,140)
Janitors & Cleaners (\$27,891)	Office Clerks, General (\$34,602)	Licensed Practical & Vocational Nurses (\$45,512)	Preschool Teachers, Except Special Ed. (\$35,030)
Retail Salespersons (\$25,408)	Maintenance & Repair Workers, General (\$40,722)	Automotive Service Techs. & Mechanics (\$36,107)	Industrial Engineers (\$76,019)
Home Health Aides (\$27,561)	Teacher Assistants (\$28,683)	Industrial Machinery Mechanics (\$47,807)	Accountants & Auditors (\$61,676)
Waiters & Waitresses (\$21,617)	Secretaries & Administrative Assistants (\$38,419)	Police & Sheriff's Patrol Officers (\$58,377)	Middle School Teachers (\$49,989)
Laborers & Freight, Stock, & Material Movers (\$34,151)	Sales Representatives, Wholesale & Mfg. (\$62,712)	EMT's & Paramedics (\$36,520)	Financial Managers (\$102,734)
Stock Clerks & Order Fillers (\$26,428)	Welders, Cutters, Solderers & Brazers (41,595)	Industrial Engineering Technicians (\$48,612)	Mechanical Engineers (\$78,526)
Cooks, Restaurant (\$24,812)	Supervisors or Food Prep & Serving Workers (&33,357)	HVAC & Refrigeration Mechanics (\$44,355)	Human Resources Specialists (\$53,909)

Source: [DEED Occupations in Demand](#)

ECONOMY

INDUSTRY EMPLOYMENT

According to DEED's [Quarterly Census of Employment & Wages \(QCEW\) program](#), Southwest Minnesota was home to 12,311 business establishments providing an average of 176,514 covered jobs through 2019, with a total payroll of just under \$7.6 billion. That was about 6.1% of total employment in the state of Minnesota. Average annual wages were \$42,988 in the region, which was over \$16,600 lower than the state's average annual wage. See Table 13.

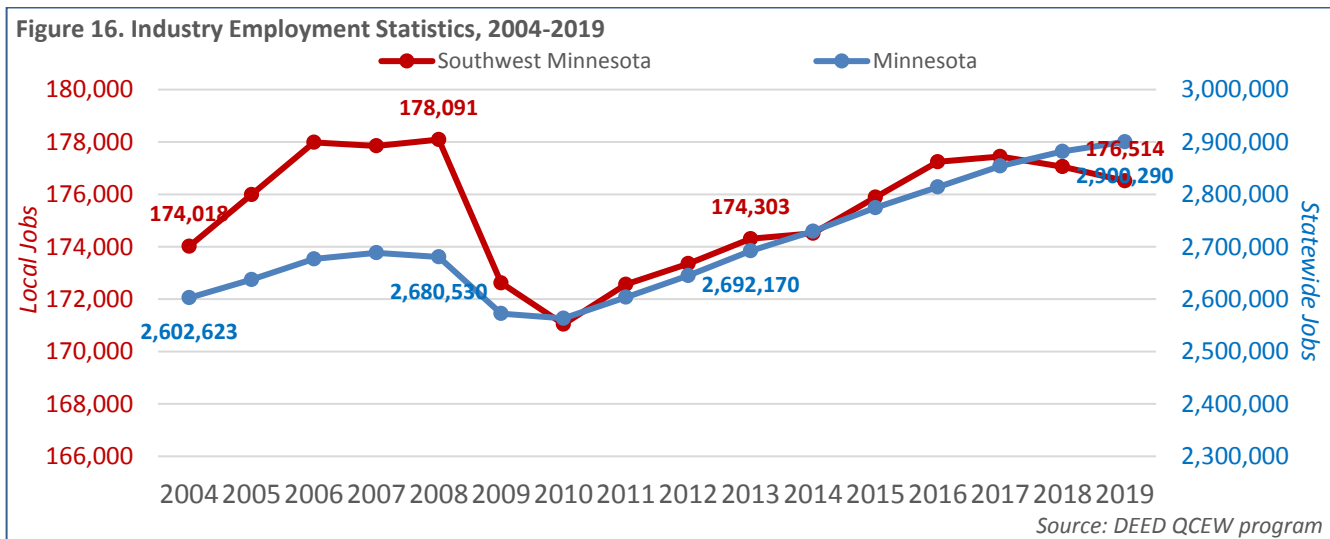
Geography	Number of Firms	Number of Jobs	Total Payroll	Average Annual Wage	2014-2019		2018-2019	
					Change in Jobs	Percent Change	Change in Jobs	Percent Change
Southwest Minnesota	12,311	176,514	\$7,587,985,355	\$42,988	+2,003	+1.1%	-540	-0.3%
Region 6W	1,570	17,249	\$671,670,265	\$38,940	-64	-0.4%	-156	-0.9%
Region 8	3,969	53,230	\$2,232,881,780	\$41,948	-1,456	-2.7%	-421	-0.8%
Region 9	6,772	106,034	\$4,683,433,310	\$44,169	+3,520	+3.4%	+36	0.0%
Minnesota	178,242	2,900,290	\$172,936,995,226	\$59,627	+170,677	+6.3%	+18,383	+0.6%

Source: [DEED Quarterly Census of Employment & Wages \(QCEW\)](#)

With 106,034 jobs at 6,772 business establishments, EDR 9 accounts for about 60% of total employment in the Southwest Minnesota planning region. EDR 9 also provided all of the region's job growth during the recovery

from 2014 to 2019, adding 3,520 net new jobs. In contrast, EDR 6W had the smallest number of firms and jobs, with 17,249 jobs at 1,570 firms, and saw a loss of 64 jobs in the past five years. EDR 8 had 3,969 establishments providing 53,230 jobs in 2018, despite a loss of 1,456 jobs since 2014. EDR 9 had the highest average annual wages at \$44,169, though that was still over \$15,000 below the state average. See Table 13.

Southwest Minnesota has seen employment ups and downs over the past 15 years, ending 2019 with about 2,500 more jobs than it had in 2004. The region entered the recession later than the state, still experiencing job growth through 2008, before suffering severe declines in 2009 and 2010. Since then, Southwest Minnesota has recovered much more slowly than the state, which gained jobs at a 6.3% percent clip from 2014 to 2019, compared to a 1.1% increase in the region. Southwest reached a peak of 178,091 jobs in 2008, then hit a low of 171,042 jobs in 2010, and has still not recovered all of the jobs lost during the recession. See Figure 16.



After gaining more than 1,000 jobs in the past 5 years, the largest industry in Southwest Minnesota is now Health Care and Social Assistance, with 31,577 jobs at 1,366 firms. Due to the region’s older population, the largest sector was Nursing and Residential Care Facilities with 10,865 jobs, followed by Ambulatory Health Care Services with 7,725 jobs, Hospitals with 7,686 jobs, and Social Assistance, with 5,301 jobs.

With 31,338 jobs at 588 firms, Manufacturing is now the second largest employing industry, accounting for 17.8% of total jobs in the region. That is 6% higher than the state’s concentration of employment in manufacturing. At \$51,737 in 2019, average annual wages were nearly \$10,000 higher in manufacturing than the total of all industries. Retail trade is the third largest industry, with 19,193 jobs at 1,505 establishments, while the fourth largest industry is Educational Services, with just over 16,100 jobs at 238 firms, followed by Accommodation and Food Services with 12,228 jobs. Combined these top five industries account for 62.6% of the total jobs in the region.

Other important industries include Public Administration, Construction, Wholesale Trade, Transportation and Warehousing, Finance and Insurance, Agriculture, Other Services, and Administrative Support and Waste Management Services. Nine of the 20 main industries in the region added jobs since 2014, with huge gains occurring in Transportation and Warehousing, Health Care and Social Assistance, Educational Services, Public Administration, and Construction, while smaller gains were seen in Agriculture, Real Estate and Rental and Leasing, Other Services, and Arts, Entertainment and Recreation. The largest job loss was seen in Retail Trade, Accommodation and Food Services, Information, and Management of Companies. See Table 14.

Table 14. Southwest Minnesota Industry Employment Statistics, 2019

NAICS Industry Title	2019 Annual Data			Avg. Annual Wage	2014-2019		2018-2019	
	Number of Firms	Number of Jobs	Total Payroll (\$1,000s)		Change in Jobs	Percent Change	Change in Jobs	Percent Change
Total, All Industries	12,311	176,514	\$7,587,985	\$42,988	+2,003	+1.1%	-540	-0.3%
Health Care & Social Assistance	1,366	31,577	\$1,351,699	\$42,806	+1,192	+3.9%	+236	+0.8%
Manufacturing	588	31,338	\$1,654,492	\$52,795	-28	-0.1%	+205	+0.7%
Retail Trade	1,505	19,193	\$486,267	\$25,336	-1,045	-5.2%	-689	-3.5%
Educational Services	238	16,104	\$698,681	\$43,386	+764	+5.0%	-174	-1.1%
Accommodation & Food Services	852	12,228	\$171,420	\$14,019	-442	-3.5%	+112	+0.9%
Public Administration	569	10,070	\$451,458	\$44,832	+533	+5.6%	+35	+0.3%
Construction	1,538	8,266	\$450,864	\$54,544	+481	+6.2%	+89	+1.1%
Wholesale Trade	642	7,714	\$476,352	\$61,752	-36	-0.5%	-286	-3.6%
Transportation & Warehousing	768	7,268	\$286,039	\$39,356	+1,217	+20.1%	+88	+1.2%
Finance & Insurance	698	5,887	\$378,744	\$64,336	-50	-0.8%	-109	-1.8%
Agriculture, Forestry, Fish & Hunt	662	5,382	\$235,672	\$43,789	+362	+7.2%	+48	+0.9%
Other Services	1,034	5,030	\$143,847	\$28,598	+60	+1.2%	+96	+1.9%
Admin. Support & Waste Mgmt. Svcs.	385	4,033	\$152,483	\$37,809	-65	-1.6%	+95	+2.4%
Professional & Technical Services	593	3,806	\$227,732	\$59,835	-250	-6.2%	-170	-4.3%
Information	212	2,496	\$122,502	\$49,079	-412	-14.2%	-129	-4.9%
Arts, Entertainment, & Recreation	237	2,013	\$34,693	\$17,234	+60	+3.1%	+46	+2.3%
Real Estate & Rental & Leasing	277	1,427	\$39,971	\$28,010	+185	+14.9%	-3	-0.2%
Management of Companies	45	1,414	\$115,325	\$81,559	-385	-21.4%	+6	+0.4%
Utilities	80	948	\$88,156	\$92,991	-68	-6.7%	-16	-1.7%
Mining	25	319	\$21,590	\$67,681	-67	-17.4%	-18	-5.3%

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

INDUSTRY EMPLOYMENT

According to DEED's Quarterly Employment Demographics (QED) program, the workforce in the region was aging over the past 10 years. Nearly one-quarter (24.8%) of workers in the region were 55 years or older, compared to 21.5% statewide and just 18.4% in the region one decade earlier. In contrast, the percentage of teenaged workers was falling, and while wages were going up for younger workers, the number of hours worked was going down. See Table 15.

As noted above, wages were climbing across the board for all workers due to rising demand and a tight labor market. While wages were still lowest for the youngest and oldest workers who tend to fill lower-skilled, less-than-full-time jobs in industries like Retail Trade and Accommodation and Food Services, these two age groups enjoyed the fastest percentage increase in wages from 2009 to 2019. Wages were highest for workers between 45 and 64 years of age, and males worked more hours than females, though the gap was narrowing.

Table 15. Workforce Demographics by Age Group and Gender, Total of All Industries, 2009-2019

Southwest Minnesota	Percentage of Workers		Percent of Workers, Minnesota		Median Hourly Wage		Median Hours Worked (Per Qtr.)	
	2019	2009	2019	2009	2019	2009	2019	2009
Total, all ages	100.0%	100.0%	100.0%	100.0%	16.49	\$12.75	401	402
19 years & under	7.6%	9.4%	6.1%	7.5%	\$10.40	\$7.39	105	109
20 to 24 years	11.3%	12.5%	10.3%	11.6%	\$13.11	\$10.15	252	260
25 to 44 years	39.1%	37.6%	42.9%	42.7%	\$18.67	\$14.44	462	470
45 to 54 years	17.3%	22.1%	19.1%	22.5%	\$20.23	\$15.60	480	480
55 to 64 years	18.2%	13.8%	16.7%	12.6%	\$19.25	\$15.00	480	465
65 years & over	6.6%	4.6%	4.8%	3.1%	\$14.76	\$10.97	207	186
Male	47.8%	47.1%	49.1%	49.0%	\$18.91	\$14.65	469	478
Female	52.2%	52.9%	50.9%	51.0%	\$15.38	\$11.71	365	350

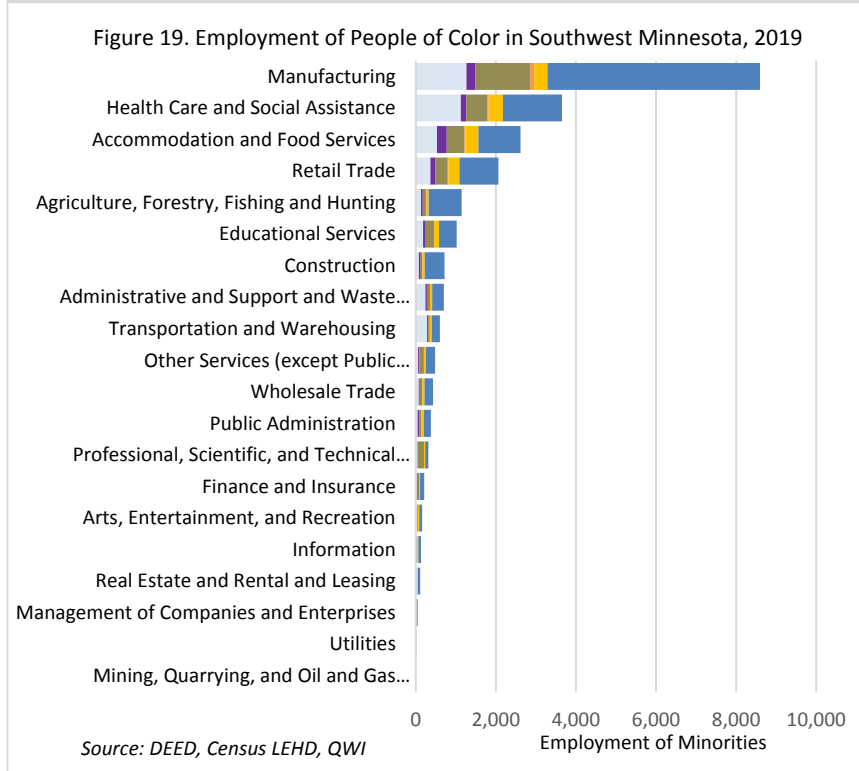
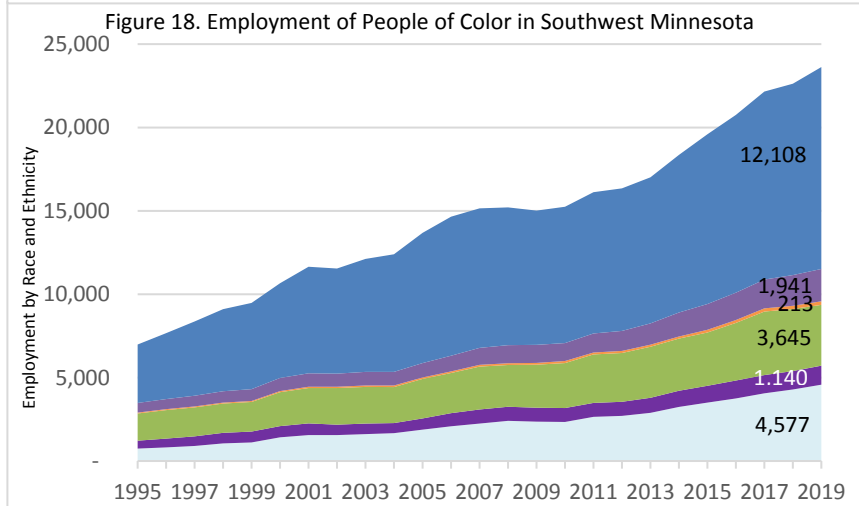
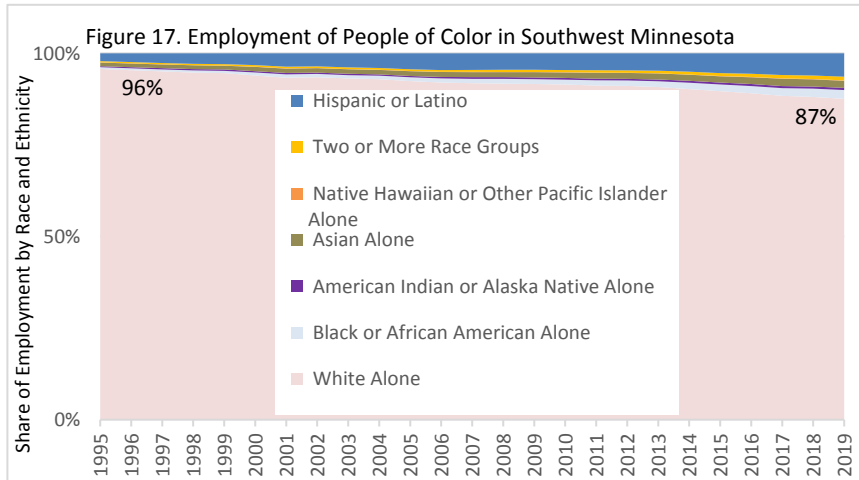
Source: DEED Quarterly Employment Demographics

EMPLOYMENT DIVERSITY

People of color account for 11% of the total population in Southwest Minnesota and hold roughly the same share of jobs, compared to the state overall where they amount to 16.7% of the population but only hold 14.5% of jobs. According data from the Quarterly Workforce Indicator program people of color held 23,624 jobs compared to 166,578 jobs held by White Workers. The number of jobs held by minorities has more than doubled since 2000 when People of color held 6% of jobs (See Figure 17).

People of color have filled an additional 12,967 jobs since 2000 compared to 918 by White workers, amounting to 93% of all new jobs. Hispanic/Latino workers hold the largest number of jobs of the racial and ethnic minority groups with 12,108 jobs in 2019, over half of all minority held jobs. The next largest number of jobs held by a minority group was Black or African American, holding 4,577 jobs in 2019. The number of jobs held by this race has increased by 3,158 since 2000, amounting to a 223% increase (See Figure 18).

The Manufacturing, Agriculture, and Accommodation and Food Services sectors have the highest share of non-White employment at 33%, 20% and 19%, respectively. Administrative Support and Waste Management also had 16% of jobs held by non-white workers. The largest numbers of non-White workers are employed by manufacturing (8,595 jobs) and healthcare and social assistance (3,649 jobs).



Source: DEED, Census LEHD, QWI

INDUSTRY PROJECTIONS

As noted above, Southwest is projected to grow just 0.9% from 2016 to 2026, a gain of 1,885 new jobs, which would make it the slowest growing region in the state. Unlike any other region, the largest and fastest growing industry is expected to be agriculture, which is projected to add over 1,425 jobs from 2016 to 2026. Likewise, Health Care and Social Assistance is expected to add over 1,330 jobs, a 4.5% increase. The region is also expected to see significant job growth in Transportation and Warehousing, Construction, and Professional and Technical Services. In contrast, Retail Trade, Other Services, Manufacturing, Accommodation and Food Services, Information, and Arts and Recreation are all expected to suffer job cuts in the next decade. See Table 16.

Table 16. Southwest Minnesota Industry Projections, 2016-2026

Industry	Estimated Employment 2016	Projected Employment 2026	Percent Change 2016-2026	Numeric Change 2016-2026
Total, All Industries	211,618	213,503	+0.9%	+1,885
Health Care & Social Assistance	29,857	31,196	+4.5%	+1,339
Manufacturing	31,264	31,145	-0.4%	-119
Retail Trade	20,647	19,748	-4.4%	-899
Educational Services	16,891	16,886	0.0%	-5
Public Administration	13,150	13,136	-0.1%	-14
Accommodation & Food Services	12,207	11,965	-2.0%	-242
Construction	7,995	8,408	+5.2%	+413
Wholesale Trade	8,272	8,323	+0.6%	+51
Transportation & Warehousing	7,176	8,023	+11.8%	+847
Other Services, Ex. Public Admin	7,632	7,142	-6.4%	-490
Agriculture, Forestry, Fish & Hunt	5,599	7,026	+25.5%	+1,427
Finance & Insurance	6,314	6,369	+0.9%	+55
Professional & Technical Services	4,296	4,600	+7.1%	+304
Administrative & Waste Services	4,163	4,277	+2.7%	+114
Information	2,746	2,569	-6.4%	-177
Arts, Entertainment, & Recreation	2,544	2,402	-5.6%	-142
Management of Companies	1,563	1,541	-1.4%	-22
Real Estate & Rental & Leasing	1,232	1,269	+3.0%	+37
Utilities	755	831	+10.1%	+76
Mining	349	312	-10.6%	-37

Source: DEED 2016-2026 Employment Outlook

NONEMPLOYER ESTABLISHMENTS

Southwest Minnesota was home to 27,297 self-employed businesses or “nonemployers” in 2018, which are defined by the U.S. Census Bureau as “businesses without paid employees that are subject to federal income tax, originating from tax return information of the Internal Revenue Service (IRS).” Southwest Minnesota saw a decline in nonemployers since 2007, losing 224 nonemployers from 2007 to 2018, a -0.8%

decrease. However, these nonemployers generated sales receipts of close to \$1.3 billion in 2018. See Table 17.

Table 17. Nonemployer Statistics, 2018

	2018		2007-2018	
	Number of Firms	Receipts (\$1,000s)	Change in Firms	Percent Change
Southwest Minnesota	27,297	\$1,283,235	-224	-0.8%
Region 6W	3,272	\$139,906	-121	-3.6%
Region 8	8,445	\$404,503	-12	-0.1%
Region 9	15,580	\$738,826	-91	-0.6%
Minnesota	416,487	\$19,994,802	+29,503	+7.6%

Source: U.S. Census, Nonemployer Statistics program

CENSUS OF AGRICULTURE

Like other parts of Greater Minnesota, agriculture is also a key industry in Southwest Minnesota, including 18,319 farms producing just under \$7.8 billion in the market value of products sold in 2017 according to the U.S. Department of Agriculture. Several of the highest ranked agriculture counties in the state are in Southwest Minnesota, including Martin (#2), Nobles (#4), Blue Earth (#5), Redwood (#6), and Rock (#9). Like the state, the number of farms in the region declined over the past 5 years, but Southwest Minnesota still accounts for 26.6 percent of the farms in the state. See Table 18.

Table 18. Census of Agriculture, 2017

	Number of Farms	Market Value of Products Sold	State Rank
Southwest Minnesota	18,319	\$7,758,272,000	1
Region 6W	3,526	\$1,185,918,000	8
Region 8	7,287	\$3,350,135,000	1
Region 9	7,506	\$3,222,219,000	2
Minnesota	68,822	\$18,395,390,000	

Source: 2017 Census of Agriculture

Upon request, this information can be made available in alternate formats by contacting Luke Greiner at 320-308-5378 or at luke.greiner@state.mn.us or Mark Schultz at 507-205-6068 or at mark.schultz@state.mn.us

Southwest Minnesota Occupations In-Demand 2021

Medical	
29-1141.00	Registered Nurses
31-1120.00	Home Health and Personal Care Aides
31-1131.00	Nursing Assistants
31-9092.00	Medical Assistant
29-2072.00	Medical Records Specialists
29-2061.00	Licensed Practical and Licensed Vocational Nurses
29-2032.00	Diagnostic Medical Sonographers
29-2042.00	Emergency Medical Technicians (Paramedics)
29-2052.00	Pharmacy Technician
29-2034.00	Radiologic Technician
29-2010.00	Clinical Laboratory Technologists and Technicians
11-9111.00	Medical and Health Service Managers
31-9096.00	Veterinary Assistants & Laboratory Animal Caretakers
43-6013.00	Medical Secretaries & Administrative Assistants

Service	
21-1093.00	Social and Human Service Assistants
21-1021.00	Child, Family and School Social Workers
33-3051.00	Police and Sheriff's Patrol Officers
35-2021.00	Food Preparation Workers
37-2011.00	Janitors and Cleaners, Except Maids and Housekeepers
37-2012.00	Maids and Housekeeping Cleaners
37-3011.00	Landscaping and Groundskeeping
39-9011.00	Childcare Workers
43-5071.00	Shipping, Receiving & Traffic Clerk
43-4051.00	Customer Service Representatives
43-6014.00	Secretaries/Administrative Assistants, Except Legal, Medical & Executive
43-9061.00	Office Clerks, General
43-1011.00	First-Line Supervisors of Office/Administrative Support Workers
49-9071.00	Maintenance and Repair Worker
53-7065.00	Stockers and Order Fillers

Business & Finances	
13-2072.00	Loan Officers
13-1071.00	Human Resources Specialists
13-1020.00	Buyers and Purchasing Agents
13-2011.00	Accountants and Auditors
43-3031.00	Bookkeeping Accounting and Auditing Clerks
11-3031.00	Financial Managers
41-2011.00	Cashiers
41-1011.00	First Line Supervisors of Retail Workers
41-2031.00	Retail Salespersons
41-4012.00	Sales Representatives, Wholesale & Manufacturing

Computers	
15-1256.00	Software Developers & Software Quality Assurance Analysts/Testers
15-1232.00	Computer User Support Specialists

Education	
25-9045.00	Teachers Assistants, Except Postsecondary
25-2031.00	Secondary School Teachers, Except Special and Care
25-2058.00	Special Education Teachers, Secondary School
25-2052.00	Special Education Teachers, Kindergarten & Elementary School
25-2021.00	Elementary School Teachers, Except Special Ed.
25-2022.00	Middle School Teachers, Except Special and Career
25-9031.00	Instructional Coordinators

Updated 3/3/2021

Southwest MN Occupations In-Demand 2021

Trades	
47-2031.00	Carpenters
47-2151.00	Pipelayers
47-2061.00	Construction Laborers
47-1011.00	First-Line Supervisors of Construction Trades & Extraction Workers
47-2111.00	Electricians
49.9051.00	Electrical Power-Line Installers & Repairers
49-9021.00	Heating and Air Conditioning, and Refrigeration Mechanics
49-3023.00	Automotive Service Technicians and Mechanics
49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists
49-9041.00	Industrial Machinery Mechanics (Mechatronics)
49-1011.00	First Line Supervisor of Mechanics and Installers
49-3041.00	Farm Equipment Mechanics & Service Technicians
51-4041.00	Machinists
51-4121.00	Welding

Manufacturing	
51-3023.00	Slaughterers, and Meat Packers
51-1011.00	First Line Supervisors of Production and Operating
51-2090.00	Miscellaneous Assemblers & Fabricators
51-3022.00	Meat, Poultry & Fish Cutters & Trimmers
51-9061.00	Inspectors, Testers, Samplers, and Weighers
51-9162.00	Computer Numerically Controlled Tool Programmers
51-9195.00	Molders, Shapers & Casters, Except Metal & Plastic
51-9023.00	Mixing & Blending Machine Setters, Operators & Tenders
53-7064.00	Packers and Packagers, Hand
53-7062.00	Laborers, Freight, Stock, and Material Movers

Engineers/Technicians	
17-3027.00	Mechanical Engineering Technologists & Technicians
17-3026.00	Industrial Engineering Technicians
17-3022.00	Civil Engineering Technologists & Technicians
17-3023.00	Electrical & Electronic Engineering Technologists & Technicians

Agriculture	
45-2093.00	Farm Workers, Farm, Ranch Aquacultural Animals
45-2092.00	Farm Workers & Laborers, Crop, Nursery & Greenery

Memorandum of Understanding Southwest Minnesota Local Workforce Development Area #6 One-Stop Service Delivery System

The purpose of this Memorandum of Understanding (MOU) is to define the roles and responsibilities as mutually agreed by the parties for the operation of the One-Stop Service Delivery System in Local Workforce Development Area #6, Southwest Minnesota Workforce Development Board, as required under the Workforce Innovation and Opportunity Act of 2014 (WIOA).

Parties to this Agreement include:

Partners			
Partner Name	Program	Program Authority	On-Site
Southwest Minnesota Private Industry Council, Inc.	WIOA Adult and Dislocated Worker Program	WIOA Title IB - Adult and Dislocated Worker programs	Yes
	Young Adult Program	WIOA Title 1B -Youth programs	Yes
	Dislocated Worker Program	MN Statute 116L.17 - State Dislocated Worker Program'	Yes
	Young Adult Program	MN Statute 116L.56 - Minnesota Youth Program•	Yes
	Minnesota Family Investment Program	Social Security Act - part A of Title IV programs (TANF)	Yes
	SNAP Employment & Training	Food and Nutrition Act of 2008	Yes
Marshall School District #413 Community Education	Southwest Adult Basic Education	WIOA Title II- Adult Education & Literacy	No
Montevideo School District #129 Community Education	Southwest Adult Basic Education	WIOA Title II- Adult Education & Literacy	No
Worthington School District #518 Community Education	Southwest Adult Basic Education	WIOA Title II- Adult Education & Literacy	No
Minnesota Department of Employment & Economic Development	Wagner-Peyser Act (Job Service).	WIOA Title III • Wagner-Peyser & Migrant Seasonal Farmworker Programs	Yes
	Veterans Employment Services	Chapter 41 Title 38, Jobs for Veterans	Yes
	Unemployment Insurance (UI)	Unemployment Insurance programs authorized under state law	Yes
	Vocational Rehabilitation Services	WIOA Title IV- Rehabilitation Act, Title I, Vocational Rehabilitation Services•	Yes
	Trade Adjustment Assistance (TAA)	Trade Act Title II, Chapter 2	Yes
Minnesota West Community & Technical College	Post-Secondary Vocational Education Programs	Carl D. Perkins Career and Technical Education	No

Experience Works, Inc.	Senior Community Service Employment Program (SCSEP)	Older Americans Act Title V	No
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Article I: One-Stop System Description

Area's One-Stop system consists of one Comprehensive CareerForce Location and two Affiliate sites:

COMPREHENSIVE CareerForce Name	Address
CareerForce in Marshall, MN	Lyon County Government Center 607 West Main Street Marshall, MN 56258
AFFILIATE CareerForce Name	Address
CareerForce in Montevideo, MN	202 North 1st Street Montevideo, MN 56265
CareerForce in Worthington, MN	Nobles County Government Center 318 9th Street, P.O. Box 816 Worthington, MN 56187

For more information, please see DEED's policy on CareerForce Location Certification Standards (<https://apps.deed.state.mn.us/ddp/PolicyDetail.aspx?pol=464>).

B. Administrative Structure

1. State Workforce Agency: Minnesota Department of Employment & Economic Development, 332 Minnesota Street, Suite E200, St. Paul, MN 55101.
2. Administrative Entity: Southwest Minnesota Private Industry Council, Inc., CareerForce, Lyon County Government Center, 607 West Main Street, Marshall, MN 56258
3. Fiscal Agent: Southwest Minnesota Private Industry Council, Inc., CareerForce, Lyon County Government Center, 607 West Main Street, Marshall, MN 56258
4. Chief Elected Officials: Commissioner, Joe Fox
5. One-Stop Operator: Consortium – Southwest Minnesota Private Industry Council, Inc., DEED Job Service, DEED Vocational Rehabilitation Services

Article II: Agreement Period

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

Article III: Partner Responsibilities

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

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

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

Program Name: Adult and Dislocated Worker (WIOA Title IB and MN Statute 116L.17)

Partner Name: Southwest Minnesota Private Industry Council, Inc.

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

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Program Name: Youth (WIOA Title IB)

Partner Name: Southwest Minnesota Private Industry Council, Inc.

Services Provided: Provide employment and training services to eligible young adults.

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Program Name: Adult Basic Education (WIOA Title II)

Partner Name: Marshall School District #413 Community Education, Montevideo School District #129 Community Education, Worthington School District #518 Community Education

Services Provided: Provide instruction in basic literacy skills needed for employment, ESL, GED test preparation and basic computer skills. WIOA Core Services.

Service Delivery Method: Direct Instructor coach & instruct learners on-site at adult basic education locations.

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

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

Partner Name: Minnesota Department of Employment & Economic Development

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

Service Delivery Method: Direct access to Minnesota Works, Resource Rooms, work tests, job search tools, workshops on site at the comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Program Name: Vocational Rehabilitation Services (WIOA Title IV)

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

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

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Program Name: Unemployment Insurance Programs

Partner Name: Minnesota Department of Employment & Economic Development

Services Provided: Reemployment assistance to laid-off customers

Service Delivery Method: Direct group workshops with individual follow-up services available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Partner Name: Veterans Employment Services

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

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

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

Service Delivery Method: Veteran customers can access Veterans Employment Services via point of entry – CFC. Direct case management of individual customers available on-site at Comprehensive one-stop and by appointment.

LVER and DVOP staff travel throughout the LWDA area can be present in the CFC. In addition, veterans staff can be reached via phone and email for questions regarding Veterans Employment Services.

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

Program Name: Carl D. Perkins Career & Technical Education

Partner Name: Minnesota West Community & Technical College

Services Provided: Skill training, certificates, degrees and career pathways.

Service Delivery Method: Services available on campus and online services available on site at the Comprehensive one-stop.

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

Program Name: Senior Community Service Employment Program

Partner Name: Experience Works, Inc.

Services Provided: Provides subsidized employment & training services for eligible seniors.

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Program Name: Trade Adjustment Assistance

Partner Name: Southwest Minnesota Private Industry Council, Inc.

Services Provided: Co-enrollment into Dislocated Worker program for all TAA eligible participants in Washington County or formerly employed in Washington County businesses.

Service Delivery Method: Direct case management of TAA and Dislocated Worker co-enrolled participants available on site at the Comprehensive one-stop. Coordination, communication with TM office at DEED.

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

Program Name: Minnesota Youth Programs

Partner Name: Southwest Minnesota Private Industry Council, Inc.

Services Provided: Employment and training services for eligible youth.

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and by appointment or remote access at affiliate sites.

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

Additional Partner Services: WIOA Section 121(b)(2)(B) describes the types of programs that may be included as "additional" programs in the One-Stop Delivery system. This section identifies the services each additional partner will provide and the method(s) of service delivery each partner will use.

Program Name: Temporary Assistance for Needy Families/Diversions Work Program

Partner Name: Southwest Minnesota Private Industry Council, Inc.

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

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and at affiliate sites.

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

Program Name: SNAP Employment & Training

Partner Name: Southwest Minnesota Private Industry Council, Inc.

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

Service Delivery Method: Direct case management of individual customers available on site at the Comprehensive one-stop and at affiliate sites

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

Article V: Programmatic Accessibility

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

Technology – Accessible technology for those who are visually impaired in CareerLabs; use of CareerForce.mn.com to share program and activity information; e-mail blasts of training, employment and Career Services to registrants of the system and partners; regular communications on activities of the LWDB Director; and the use of other on-line resources to promote the system, such as Facebook.

Materials – Printed materials about services at partner locations and printed materials in multiple languages.

Article VI: Funding/Resource Sharing

A. One-Stop Funding/Resource Sharing Requirements:

1. WIOA section 121 (c) and 20 CFR 662.270 require that the funding arrangements for services and operating costs of the One-Stop Centers must be described in this MOU.
2. The methodologies described herein must be allowable under each partner's respective program and under all applicable federal and state rules—including the Office of Management and Budget (OMB) Circulars applicable to each partner's type of organization. Per 66 Fed. Reg. 29638, this MOU must identify:
 - a. The shared One-Stop Center costs.
 - b. The methodologies that will be used to determine each party's proportionate "fair" share of those costs
 - c. The methodologies that will be used to allocate each party's fair share of costs across the cost categories.
 - d. The method(s) each party will use to fund its fair share of costs, which may include cash contributions, contributions of staff time, equipment, and/or other resources, or in-kind contributions from a third party.

B. One-Stop Operating Costs:

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

C. **Changes to cost sharing agreements:**

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

Article VII: Termination/Separation

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

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

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

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

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

Article VIII: Amendment and Renewal

A. This MOU may be amended upon mutual agreement of the parties that is not inconsistent with federal, state, or local laws, plans, or policies; or for one or more of the following reasons:

1. The addition or removal of a partner from this MOU.

2. Removal or addition of program responsibilities for any partner that administers more than one federal program.
 3. A change in the One-Stop Operator or Fiscal Agent or a change in the physical location of a One-Stop center.
 4. A change in the services, service delivery methods currently utilized, or referral methods.
 5. A change in a cost sharing agreement.
 6. If funding cuts by one or more programs are so substantial that One-Stop operations cannot continue as specified herein and a new MOU must be negotiated.
- B. All parties agree that amendments need only be signed by authorized representatives of the LWDB, the Chief Elected Officials, and the affected partner(s). All amendments will involve the following process:
1. The party seeking an amendment will submit a written request to the LWDB that includes:
 - a. The requesting party's name.
 - b. The reason(s) for the amendment request.
 - c. Each Article and Section of this MOU that will require revision.
 - d. The desired date for the amendment to be effective.
 - e. The signature of the requesting party's authorized representative.
 2. If the request is approved, the LWDB will notify the remaining parties of the intent to amend and will provide each remaining party fifteen (15) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated changes and to submit a response to LWDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed changes.
 3. In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to LWDB within the specified timeframe.
 4. LWDB will review the listed questions/concerns and will issue a response within thirty (30) days of receipt of the list. If LWDB deems it necessary, the listed questions/concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.
 5. The final, approved amendment draft will be signed by authorized representatives of the affected partners, then submitted to LWDB for the final signature.
 6. LWDB will distribute copies of the fully executed amendment to all parties and to DEED upon execution.
- C. This writing constitutes the entire agreement among the parties with respect to each party's role and responsibility in the Area's One-Stop system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.

- D. All parties agree to communicate details of the amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
- E. The MOU will be reviewed, and if substantial changes have occurred, renewed, not less than once every 3-year period to ensure appropriate funding and delivery of services

Article IX: Confidentiality

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

Article X: Impasse—Dispute Resolution

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

- 1) The LWDB and partners must document the negotiations and efforts that have taken place in the MOU. The State Board, One-Stop partner programs, and the Governor may consult with the appropriate Federal agencies to address impasse situations related to issues other than infrastructure funding after attempting to address the impasse. Impasses related to infrastructure cost funding must be resolved using the State infrastructure cost funding mechanism described in 20 CFR 678.730.
- 2) The LWDB must report failure to execute an MOU with a required partner to the Governor, State Board, and the State agency responsible for administering the partner's program (20 CFR 361.510).
- 3) If necessary, the State Board will act as mediator to assist all parties to come to agreement on an MOU.
- 4) If after mediation an impasse still exists, the State Board will approve an MOU that will be binding to all parties included in the MOU.

Article XI: Limitation of Liability

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

Article XII: General Provisions

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

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

Article XIII: Partial Invalidity

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

Article XIV: Counterpart

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

**MEMORANDUM OF UNDERSTANDING
LOCAL AREA 16
ONE-STOP PARTNERS**

Signature Page

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

Southwest Minnesota Private Industry Council, Inc.
WIOA Adult, DW, Youth, MYP, TANF/DWP, SNAP E&T

Minnesota West Community & Technical College
Carl Perkins – Post Secondary

Carrie Bendix, Executive Director

Printed Name, Title

Printed Name, Title

 _____

6/19/2020

Signature _____ Date

Signature _____ Date

Marshall School District #413 Community Education
- Southwest Adult Basic Education

Montevideo School District #129 Community Education
- Southwest Adult Basic Education

Printed Name, Title

Printed Name, Title

Signature _____ Date

Signature _____ Date

Worthington School District #518 Community Education
- Southwest Adult Basic Education

Minnesota Department of Employment & Economic Development
- Unemployment Insurance

Printed Name, Title

Printed Name, Title

Signature _____ Date

Signature _____ Date

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Printed Name, Title

Signature Date

Minnesota West Community & Technical College
Carl Perkins – Post Secondary

Bruce Peterson, Senior Academic Officer

Printed Name, Title

Bruce Peterson *4/18/2020*

Signature Date

Marshall School District #413 Community Education
- Southwest Adult Basic Education

Printed Name, Title

Signature Date

Montevideo School District #129 Community Education
- Southwest Adult Basic Education

Printed Name, Title

Signature Date

Worthington School District #518 Community Education
- Southwest Adult Basic Education

Printed Name, Title

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Minnesota Department of Employment & Economic Development
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Minnesota West Community & Technical College
Carl Perkins – Post Secondary

Printed Name, Title

Printed Name, Title

Signature Date

Signature Date

Marshall School District #413 Community Education
- Southwest Adult Basic Education

Montevideo School District #129 Community Education
- Southwest Adult Basic Education

See Moua-Leske, Program Manager
Printed Name, Title

Printed Name, Title

See Moua-Leske 6.19.20
Signature Date

Signature Date

Worthington School District #518 Community Education
- Southwest Adult Basic Education

Minnesota Department of Employment & Economic Development - Unemployment Insurance

Printed Name, Title

Printed Name, Title

Signature Date

Signature Date

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Carl Perkins – Post Secondary

Printed Name, Title

Printed Name, Title

Signature

Date

Signature

Date

Marshall School District #413 Community Education
- Southwest Adult Basic Education

Minnesota Department of Employment & Economic Development - Unemployment Insurance

Printed Name, Title

Printed Name, Title

Signature

Date

Signature

Date

Worthington School District #518 Community Education
- Southwest Adult Basic Education

Montevideo School District #129 Community Education - Southwest Adult Basic Education

Marty Olsen, ABE Coordinator
Printed Name, Title

Shawnn Martin, ABE Coordinator
Printed Name, Title

Marty Olsen 6/29/2020
Signature Date

Shawnn J. Martin 6/29/2020
Signature Date

**MEMORANDUM OF UNDERSTANDING
LOCAL AREA 16
ONE-STOP PARTNERS**

Signature Page

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Minnesota West Community & Technical College
Carl Perkins – Post Secondary

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Printed Name, Title

Signature Date

Signature Date

Marshall School District #413 Community Education
- Southwest Adult Basic Education

Montevideo School District #129 Community Education
- Southwest Adult Basic Education

Printed Name, Title

Printed Name, Title

Signature Date

Signature Date

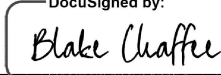
Worthington School District #518 Community Education
- Southwest Adult Basic Education

Minnesota Department of Employment & Economic Development - Unemployment Insurance

Printed Name, Title

Printed Name, Title

Signature Date

DocuSigned by:


Signature Date

Minnesota Department of Employment & Economic Development - Job Service

Minnesota Department of Employment & Economic Development – Vocational Rehabilitation Services

Printed Name, Title
DocuSigned by:
Lorrie Janatopoulos

26F0E9B97E88465
Signature Date

Printed Name, Title

Signature Date

Minnesota Department of Employment & Economic Development – Veterans Employment Services

Minnesota Department of Employment & Economic Development - TAA

Printed Name & Title
DocuSigned by:
Lorrie Janatopoulos

26F0E9B97E88465
Signature Date

Printed Name & Title
DocuSigned by:
Marc Majors

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Signature Date

Experience Works, Inc. – SCSEP

Minnesota Department of Employment & Economic Development - SSB

Printed Name & Title

Signature Date

Printed Name & Title
DocuSigned by:
Natasha Jerde

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Signature Date

[Entity Name]

[Entity Name]

Printed Name & Title

Signature Date

Printed Name & Title

Signature Date

Minnesota Department of Employment & Economic Development - Job Service

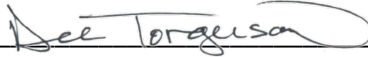
Printed Name, Title

Signature Date

Minnesota Department of Employment & Economic Development – Vocational Rehabilitation Services

Dee Torgerson, Director

Printed Name, Title

 06/19/2020
Signature Date

Minnesota Department of Employment & Economic Development – Veterans Employment Services

Printed Name & Title

Signature Date

Minnesota Department of Employment & Economic Development - TAA

Printed Name & Title

Signature Date

Experience Works, Inc. – SCSEP

Printed Name & Title

Signature Date

Minnesota Department of Employment & Economic Development - SSB

Printed Name & Title

Signature Date

[Entity Name]

Printed Name & Title

Signature Date

[Entity Name]

Printed Name & Title

Signature Date

Minnesota Department of Employment & Economic Development - Job Service

Printed Name, Title

Signature Date

Minnesota Department of Employment & Economic Development – Vocational Rehabilitation Services

Printed Name, Title

Signature Date

Minnesota Department of Employment & Economic Development – Veterans Employment Services

Printed Name & Title

Signature Date

Minnesota Department of Employment & Economic Development - TAA

Printed Name & Title

Signature Date

Experience Works, Inc. – SCSEP

Carole Malotte, Regional Manager

Printed Name & Title

Carole Malotte

6/14/2020

Signature Date

Minnesota Department of Employment & Economic Development - TAA

Printed Name & Title

Signature Date

[Entity Name]

Printed Name & Title

Signature Date

[Entity Name]

Printed Name & Title

Signature Date

Acronyms Included

(WIOA = Workforce Innovation and Opportunity Act)

Title I Adult	WIOA Title I Adult
Title I DW	WIOA Title I Dislocated Worker
Title III WP	WIOA Title III Minnesota Department of Employment and Economic Development Wagner-Peyser
Title IV VRS	WIOA Title IV Minnesota Department of Employment and Economic Development Vocational Rehabilitation Services
Title IV VRS Subgrantee	WIOA Title IV Subgrantee under Minnesota Department of Employment and Economic Development Vocational Rehabilitation Services
MFIP	Minnesota Family Investment Program (Temporary Assistance for Needy Families)
SNAP E&T	Supplemental Nutrition Assistance Program Employment and Training
UI-REA	Minnesota Department of Employment and Economic Development Unemployment Insurance Reemployment Eligibility Assessments
JVSG	Minnesota Department of Employment and Economic Development Jobs for Veterans State Grants
Title IV SSBu	WIOA Title IV Minnesota Department of Employment and Economic Development State Services for the Blind Senior Services
Title IV SSBw	WIOA Title IV Minnesota Department of Employment and Economic Development State Services for the Blind Workforce Services
UI - Audit	Minnesota Department of Employment and Economic Development Unemployment Insurance Field Auditors
LMI	Minnesota Department of Employment and Economic Development Labor Market Information
BCD	Minnesota Department of Employment and Economic Development Business and Community Development
Title I MSFW	WIOA Title I Migrant and Seasonal Farmworkers Program (National Farmworkers Jobs Program)
Title I YouthBuild	WIOA Title I YouthBuild
Title I Youth Services	WIOA Title I Youth Services
OOA - SCSEP	Older Americans Act - Senior Community Service Employment Program
TAA	Minnesota Department of Employment and Economic Development Trade Adjustment Assistance
SCA, REO Grants	Second Chance Act, Reentry Employment Opportunity Grants
Title II ABE	WIOA Title II Adult Education and Family Literacy (ABE = Adult Basic Education)
NA Programs	Native American Programs
Title I Job Corps	WIOA Title I Job Corps
HUD E&T	Housing and Urban Development Employment and Training, (includes Community Service Block Grant Employment and Training)
CTE Programs	Career and Technical Education Programs (post-secondary)