

Regional and Local Plans

7/1/2021 – 6/30/2024

RWDA: Metro Regional Workforce Development Area #4

LWDA: Local Workforce Development Area #15 - Ramsey County

REGIONAL PLAN

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

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

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

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

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

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

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

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

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

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

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

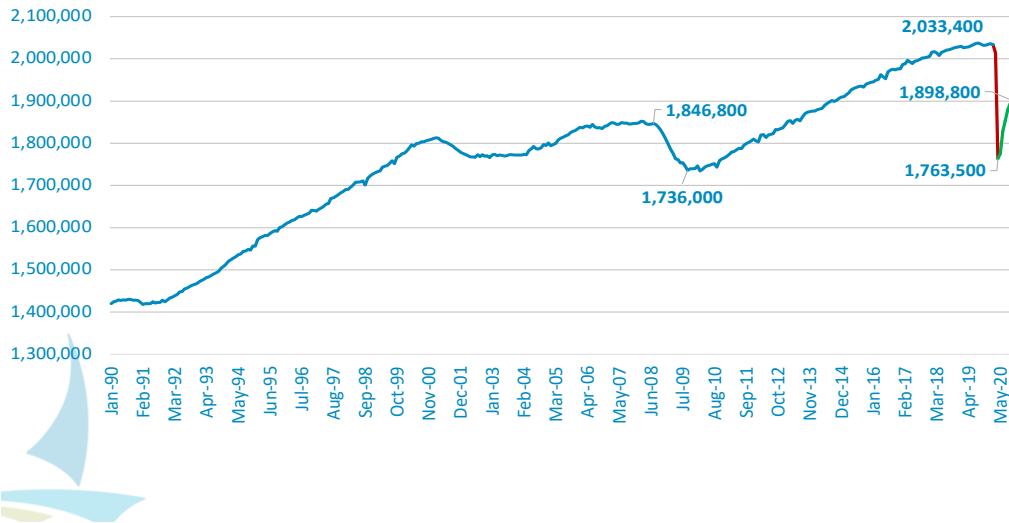
Job Postings by Occupation

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

Graph 1:

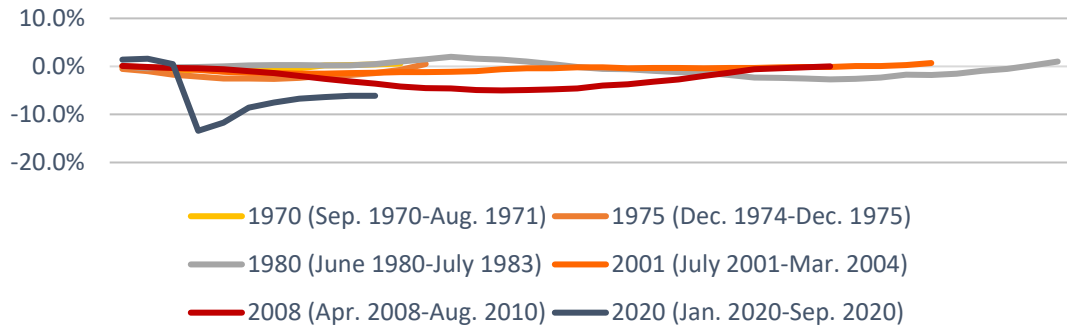
Minneapolis-St. Paul Metropolitan Statistical Area (MSA)

Current Employment Statistics (CES) Employment Trends

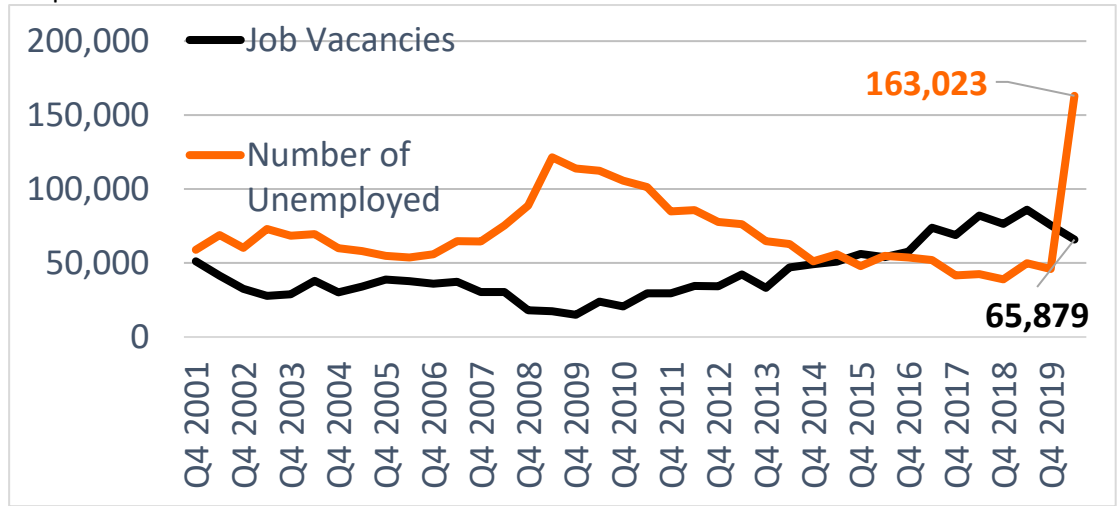


Graph 2:

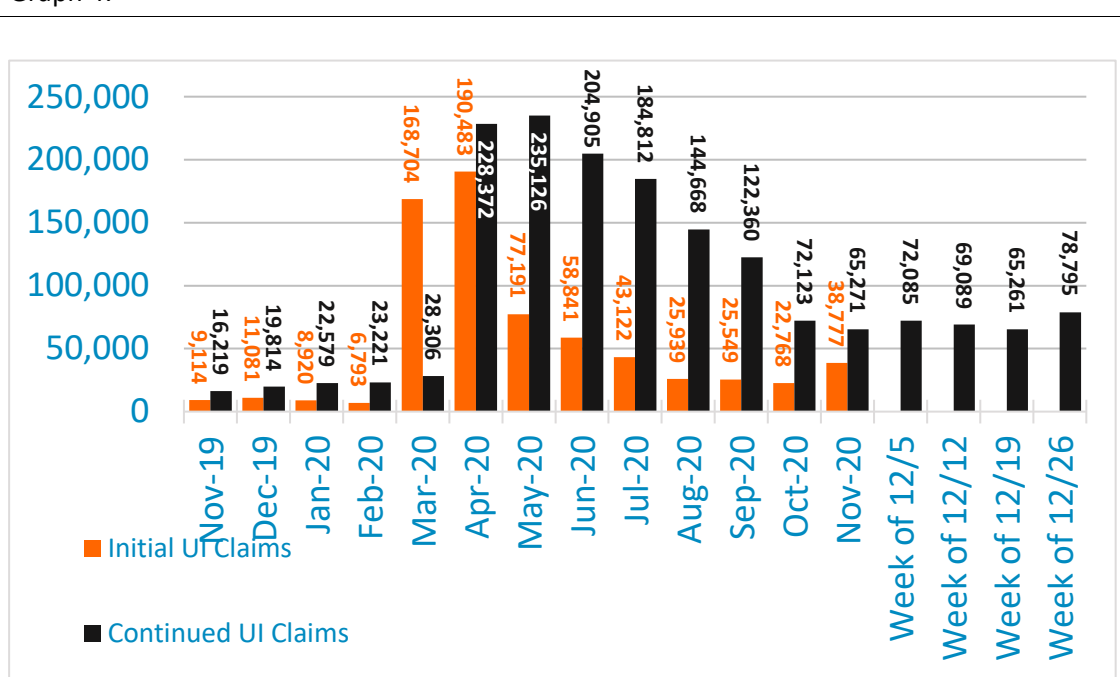
Year-Over-Year Employment Loss by Month During U.S. Recessions, 1970-2020



Graph 3:



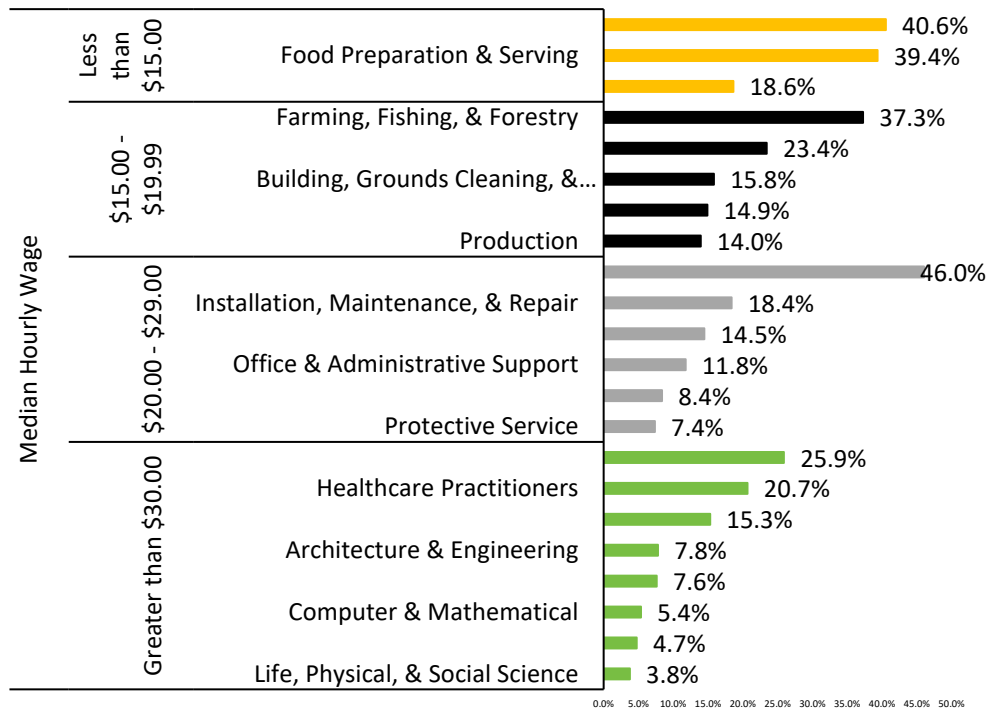
Graph 4:



Graph 5:

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

Graph 6:



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

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

The regional strategy to coordinate efforts to address in-demand industry sectors and occupations is multifaceted including leveraging sector supply-demand analysis; organizing industries, occupations, and employers around regional and more geographic-specific demand-side career pathway projects in partnerships with community-based providers, trainers, education entities, and economic development specialists, and others that support regional coordination efforts; and create a platform for regional virtual career fairs. The strategy to coordinate efforts is best thought of as a collection of localized initiatives that level up to a regional framework through the efforts of the metro directors and elected officials in those various municipalities. Looking specifically at each of these efforts, the methodology used for outreach will become clear.

Throughout the metro, the labor market information provided by DEED offers both access to the seven-county metro area's labor force and economic data, while localized drill-downs

into the diverse spaces within the region, allow for a more tailored approach when needed. Further, while not each municipality within the regional, a number of the workforce boards are working with Real Time Talent (RTT), a demand-driven, employer-led approach to close the skills gap that builds talent supply chains aligned to dynamic business needs. The data that RTT can and does provide can drill into a specific city or look metro-wide for trends and opportunities for business engagement and demand-side program design.

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

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

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

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

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

When work began, the team immediately began assessing available technology solutions, identifying enhancements to existing systems, and establishing goals and priorities for a virtual job fair tool. The metro group formed a committee to create a vision for our virtual events. This group conducted research and evaluation during April and May, and

subsequently recommended a virtual career fair platform to be used in WDR 4. Using regional planning funds, a one-year license for a virtual platform was secured in September 2020. This interactive platform is accessible by mobile phone, mobile device or computer with internet access. It provides accessible features and functionality, and it can be translated into over 100 languages.

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

Results, to date:

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

2021 Continued Work:

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

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

- A youth-focused hiring event will be held in May

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

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

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

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

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

1. Priority of Service policies that allow the metro to consistently and clearly recruit and enroll individuals into programs. A recent example includes documenting eligibility into the CLIMB program. Further, currently, the metro managers are determining eligibility for the Dislocated Worker programs, operating under the assumption that the post-COVID economy will produce a high demand for such services.
2. Consistency in forms and intake processes that create similar practices across the region, though each area can tweak and adjust intake and forms to meet local requirements.
3. Technology as a support service became an important discussion beginning in spring 2020 as COVID 19 forced systems to move virtual and remote.
4. Coordination in policies and practices concerning the increased homeless populations due to COVID 19. The core cities and the surrounding suburbs saw a marked increase in the number of homeless populations, both existing and new program participants. This work was often done in partnership within workforce development, but also, public health and human services departments within government.
5. Over the course of the last number of years, a key practice is the meeting and sharing of expertise amongst finance staff from all service areas of the metro and key finance staff at community-based providers who work on federal and state workforce grants as sub-recipients in local areas.

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

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

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

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

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

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

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

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

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

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

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

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

LOCAL PLAN- STRATEGIC OPERATIONS

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

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

The Minnesota Department of Employment and Economic Development (DEED) designated Ramsey County to Workforce Development Area (WDA) 15. Also, pursuant to section 107 of the Workforce Innovation and Opportunity Act (WIOA), WDA 15 is designated to be included in the Regional Workforce Development Area 4 as a regional planning area. The Regional Board Governance Structure includes WDA Directors and Local Elected Officials from each of the 6 Metro Boards. These WDAs, coordinated the development of the Regional Plan.

Region 4 works collaboratively with joint updates of shared activities to board chairs and locally elected officials and convenes annually as a region. The WDA directors meet weekly to align efforts, many of which are outlined in the Regional Plan).

The Workforce Innovation Board of Ramsey County (WIB) also known as the Local Workforce Development Board (LWDB) sets the strategic direction of workforce development initiatives under the workforce development legislation passed into law in 2014, known as WIOA. Workforce Solutions (WFS) is the administrative entity which manages the public workforce system and Title I (Workforce Development) programs in Ramsey County. Additionally, Titles II (Adult Education and Literacy), III (Wagner-Peyser) and IV (Vocational Rehabilitation) are equal partners in the WDA.

Our WDA is comprised of nineteen cities, including the capital city of Saint Paul, and has two CareerForce Center (CFC) locations which are located in the suburban city of North Saint Paul and the urban city, Saint Paul. Prior to COVID-19, services were being offered more intentionally at area libraries within both the Saint Paul and Ramsey County library systems.

The CFC locations are service hubs for multiple core title providers. Currently, the WIB is supporting the county's efforts to deliver services to expand our reach into areas of the community in the most need of services. Both locations are managed through a partnership of our shared space for program specific services and resources. Staff from all core partners are housed and/or use space at the centers. Due to COVID-19, in person services have been suspended and

services are being provided virtually.

The lease for the North Saint Paul location will expire in November 2021. At that time, it is anticipated that the CFC locations in Ramsey County will be reduced to one and will remain at Fairview and University Avenues in Saint Paul which is along the Metro Transit Green Line and is accessible by bus. Although the current Ramsey County CFC locations are likely to undergo a new configuration; we continue to serve our demographic targets through partnerships with libraries, community-based organizations and county service centers. Co-location and collaboration provide the WIB and partners with planning and resources from economic development organizations such as GreaterMSP, libraries and other key partners such as the Minnesota Association of Workforce Boards. Through this network, we are able to ensure a wide variety of employment and training services are available to meet the needs of the underemployed, unemployed, displaced workers and employers in the local market.

As the most diverse county in the state, Ramsey County continues to position itself as a regional leader in local racial equity efforts. The WDA works with other boards to address reasons for racial disparities, work on strategic outreach and advocate for policy changes to remove barriers. Key partners are engaged, especially employers, to participate in initiatives that foster innovation, opportunity and support for all workers.

The WIB is interested in providing accessible employment services to reach residents with an array of employment and training services such as those that are displaced, disengaged, unemployed and underemployed, as well as employers seeking workers and/or sector partnerships to upskill their current workforce.

The WIB provided valuable insight to the larger effort of Ramsey County toward the development of an [Economic Competitiveness and Inclusion Vision Plan](#). The plan will be the guiding effort for economic development and embeds inclusive workforce development as a critical strategy, with execution starting in the second quarter of 2021.

Ramsey County has had a significant focus on authentic community engagement. As a result of COVID-19, these efforts were intensified through a [Racial Equity and Community Response Team and Equity Action Circles](#) which are made up of community members. Feedback from these efforts along with listening sessions and town halls continue to provide insights on the needs of the community. The WIB continues to prioritize having partner organizations and program participants share regularly at board meetings.

The local workforce development group is staying up to date on COVID-19 labor market information and monitoring trends that will guide results-driven service-delivery models based on lessons learned from COVID-19 CARES funding as well as other city, county, state and federal level initiatives on racial equity aimed at eliminating racial employment disparities.

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

CareerForce offices are located in both the City of Saint Paul and suburban Ramsey County and serve as the One-Stop physical and operational locations for all required core title programs and universal job seeker services offerings. The One Stop Operator Consortium, as selected by the Workforce Innovation Board, provides the functional leadership and service coordination of both the core WIOA partners and all contracted vendors and other service providers physically located throughout the community that support the mission of the local workforce needs and services of the area. A Memorandum of Understanding (MOU) is established with all core partners and reflects the WIOA service coordination requirements. Vendor contracts are established with providers of Title I employment and training services. DEED serves as the operational oversight of the Saint Paul CareerForce site, and Ramsey County provides operational oversight in the affiliate location, in alignment with DEED policy and community needs.

Relevant program information, local economic trends, continuous improvement strategies, labor market information and community resources updates are provided to core partner staff through regular meetings, partner communications, CareerForce and County web-based tools and resources and staff trainings. The two CFC physical sites serve to support both urban and suburban accessibility and overall community needs. However, effectively leveraging county resources, tools and “place based” only service offerings is now seen through a new lens since the pandemic of COVID-19. Consideration for a consolidated site at the Saint Paul location for universal and core services is being reviewed, along with virtual and community partner methods for service availability. The employment and training services will continue to be coordinated by staff from the core title partners. The following key strategies are in place to ensure access and connectivity which includes but is not limited to:

- Adult Basic Education (ABE) helps provide on-site service coordination to all clients as well as extends into the community
- On-site WIOA staff to assist with providing employment and training services, information and referrals, as well as additional availability in community-based locations
- Post-secondary program staff offer direct access to referrals to educational options to advance clients’ technical and educational skills needed by employers
- Veterans Services are available and priority of service is posted in each lobby. Veteran Services Case Managers provide intensive employment services to Veterans including conducting in-depth assessments, developing individual employment plans, providing career guidance, coordinating supportive services, and providing referrals to training and job openings.
- Employer engagement is a collaborative effort through scheduled recruitment events and interviews/screening events. An expansion of regional virtual events has been developed in response to meeting the needs of employers and job seekers since COVID-19 and will continue beyond the pandemic environment
- Vocational Rehabilitation Service staff are available to assist eligible individuals with significant disabilities with obtaining, maintaining, regaining, and advancing in employment.

- Public Assistance information and referral to county Financial Assistance Services is provided to walk in customers of the physical sites, by phone and virtually through webpages and email.

Both the Saint Paul CareerForce site and the suburban Affiliate CareerForce site offer services to both the universal customer as well as enrolled program participants during the week – Monday through Friday from 8 AM-4:30 PM. During the pandemic, these offices were closed for in-person services, however sites quickly pivoted to virtual and phone services to ensure continuity and access to programs and resources. Over the course of 2021, optimization of the virtual service offerings are a key priority, ensuring there is a wide range of methods in which residents can access services both virtually and in person. The CareerForce office offers self-service, 1:1 assistance, and group classes or workshops for area job seekers. The Career Lab has computers, printers, phones, fax machines, and private rooms for consultations with clients or when special circumstances arise.

Ramsey County aims to increase access to employment and education services by leveraging local resources through county service centers and vendor providers. All efforts will maintain and ensure timely coordination and information dissemination among job seekers and employers alike.

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

Strong collaborative relationships within the network of core and community service providers such as community based organizations, educational institutions, and the business community actively assist in reviewing appropriate research, labor market and program data related to workforce development and evidence-based service delivery models to meet the needs of job seekers and businesses. Core title providers coordinate on the delivery of the following services:

WIOA Title I: Ramsey County WFS follows its mission by providing customer-focused employment and training services for individuals and businesses. Direct services are delivered by either WFS or its vendor partners to match job seekers, including youth, adults, and seniors with job training resources that prepare them for living wage jobs and stable employment. Ramsey County is focusing on the intersection of housing/housing affordability, community wealth building, jobs/industry growth, and strengthening our place-based assets including transit and commercial corridors. A key focus is to align and leverage county resources and departments to support residents more holistically, particularly those that experience multiple barriers to employment. The WDA services are provided through funding from federal and state employment and training grants. The following are three core areas of WIOA Title I employment and training funding.

- Public Assistance Programs assist low-income individuals that are referred by our County Health and Wellness Service Area – Financial Assistance Services Team. The Employment and Training Programs include Minnesota Family Investment (MFIP), Diversionary Work Program (DWP), and SNAP Employment and Training (E&T). Family programs take a comprehensive full

family approach to support the parents' employment and training goals including coordination and referral to mental health services, housing partnerships, children's' mental health, early childhood resources and parental supports. There are specialty MFIP programs that integrate culturally specific supports, physical health navigation, Individual Placement Services and job search supports for non-custodial fathers.

- Adult Employment and Training Services provide career counseling and re-training services to individuals, including those who are unemployed, underemployed, dislocated workers, and/or adults needing assistance entering or re-entering the workforce. Priority is given to veterans, those needing basic skills improvement and economically disadvantaged individuals. Services are funded by WIOA Adult and Dislocated Worker (DW) Programs and the Minnesota Dislocated Worker Program.
- Youth Services support at risk teens and young adults, ages 14-24 in preparing for jobs and future careers through skill & confidence building, career exploration, paid work experience, assistance to finish high school or GED, college preparation, and searching for and securing employment. Additional comprehensive supports include mentoring, leadership, financial literacy and entrepreneurship. Youth work one on one with employment counselors to set and reach their education and employment goals, as well as participate in classes/workshops, training cohorts and groups. Service eligibility includes but is not limited to youth who experience at least one of the following: pregnant/parenting, person with a disability, experiencing homelessness, have not completed high school, have an offender history, limited English proficiency, foster child, or face other significant barriers to work or training. Youth Program funding comes via the WIOA Youth and Minnesota Youth Programs.

WIOA Title II: Adult Basic Education (ABE) is a state-wide system that serves adults who are working towards a high school credential, learning English, improving basic skills such as literacy and math, and/or preparing for postsecondary education or employment. ABE is funded with both federal and state funds, and services are delivered through a network of 41 consortia comprising all Minnesota school districts as well as other partners including the correctional system and community-based organizations. The ABE providers in LWDA 15 include: Saint Paul Public Schools ISD 625 ABE, Saint Paul Literacy Consortium, Roseville ISD 623 ABE, North Saint Paul-Maplewood-Oakdale ISD 622 ABE, Mounds View ISD 621 ABE, and ThinkSelf. The mission of ABE in Minnesota is to provide adults with educational opportunities to acquire and improve the literacy skills needed to become self-sufficient and to participate effectively as productive workers, family members, and citizens.

WIOA Title III: Wagner-Peyser (Job Service) is a core program under WIOA. Its basic purpose is to improve the functioning of the nation's labor markets by bringing together individuals seeking employment and employers who are seeking workers. Wagner-Peyser administers a public labor exchange system providing services to all employers and career seekers with a special emphasis on veterans, Unemployment Insurance (UI) applicants and Migrant and Seasonal Farmworkers. These services are made available through self-service, facilitated self-help service or staff-assisted service delivery approaches. Wagner-Peyser

employment services provide a variety of employment-related labor exchange services, including, but not limited to, job search assistance, job referrals, job placement assistance, eligibility-based program referrals, reemployment services for UI claimants, and recruitment assistance e for employers with job vacancies.

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

The One Stop Operator Consortium meets monthly to review system coordination activities and implement plans and recommendations to bring to the core partners. Through annual convening of the partners, input is gathered from providers on strategic areas of focus for system alignment and coordination. Through the creation of OSO sub-committees, made up of representatives of the partners, outreach, engagement and staff training serve to support alignment and leveraged resources across all partners.

Collectively, the core partners and the WIB ensure relevant and responsive strategies occur to meet the diverse needs of the community. There is significant effort to align and to strengthen outreach, engagement, and placement activities to address and reduce racial employment disparities and poverty rates in WDA #15. Ramsey County's Residents First strategic priority seeks community input through regularly held listening sessions. Topics include, challenging systems thinking to advance racial equality, improving public health initiatives, response to legislative updates, and more. These sessions help inform and impact service accessibility, coordination, responsiveness and relevance to the varied and specific needs throughout the workforce area.

All title and vendor partners review service coordination on an ongoing basis, with an emphasis on strong engagement with every customer regardless of the initial or ongoing service need. All partners follow the state recommended method for monitoring of service providers. The staff conduct the monitoring of files and fiscal reports for compliance but makes every effort to work on growth opportunities for the relationship and collective impact of our services through coaching, technical assistance, and continuous improvement recommendations.

Title III Wagner-Peyser program staff are onsite at the CFC location greeting and triaging walk-in customers; sharing community resources, including programs for supportive services, transportation, food, clothing, childcare, housing and assistance for ex-offenders; staffing the Career Lab, conducting Reemployment Eligibility Assessment (REA) sessions for UI recipients, and serving as the local business services specialist, providing outreach, education, and assistance to

area employers. As a result of walk in customers and the onsite REA sessions, direct referrals to the CareerForce job search workshops and WIOA dislocated worker program are made, as well as registration on the MinnesotaWorks.net, the CareerForce system's online job bank, for career exploration and job search, via access to the computers in the Career Labs.

Career Lab services include assistance with finding open positions, applying for open positions, updating their resume, networking online, completing registrations, sending emails, checking emails, attaching documents, scanning documents and other transactions.

VRS meets monthly with Business Engagement Network partners in an effort to develop further connections and collaboration with each other as well as with area businesses in an effort to enhance employment opportunities for people with disabilities. The VRS team brings the updates to core title providers through emails and meeting updates.

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 CFC physical locations house a consortium of partners with hours of operation between 8 AM -4:30 PM. The needs of our customers are critical and time sensitive. Therefore, strategies such as web-based updates, social media connections and community collaborations are used to maximize our current service model.

For access to service information, visitors to the CareerForcemn.com web page can find detailed information, applications, and contact information at any time. In addition, visitors to the CareerForce Facebook page can find current events and announcements happening in our service area. CareerForce staff send out power emails to connect and communicate with job seekers about employer events. Ramsey County offers a range of service access points and comprehensive information through Job Connect, WFS and provider web pages, and targeted social media campaigns.

To ensure basic services are accessible outside of our location hours, the WIB has directly supported more collaborative arrangements with local service providers, community-based organizations and educational partners that builds a continuum of information, access and service connections. For example, Adult Basic Education is onsite at two workforce service centers providing academic assessments, GED classes, and computer skills development. This onsite collaboration results in better coordination of service and referrals between programs and at various times and locations in the community.

[Ramsey County's Residents First](#) strategic priority includes effective, efficient and accessible operations. Five Service Centers are now strategically located throughout the county to meet the wide array of diverse resident services &

needs. Included in this approach are two County Career Labs offering both in person and virtual assistance. These Career Labs provide staff assisted job search assistance, resources and tools, computer use and internet/ Wi-Fi access, employment and training program information & referral, career pathway resources, job search workshops and a wide array of virtual/online employment readiness classes, job clubs and 1:1 virtual assistance appointments for universal job seekers. In direct partnership with several Saint Paul Public Library locations the same career lab services are provided to assist job seekers during evening and weekend hours to create a broader reach into the community.

Additionally, VRS has assigned staff to work with potentially eligible students throughout Ramsey County. VRS staff work with transition-aged students, partner with and provide services within all the high schools and transition programs throughout Ramsey County to determine how to coordinate services and the level of services that students might need. Transition staff are available to attend information sessions in the evenings in an effort to connect with parents regarding services that may be available for the students. All VRS staff travel to community-based partner sites to meet with partner staff and customers in the effort to maximize access to services.

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.

Ramsey County has continued to make strategic investments in providing easier access to a variety of services, including Employment & Training. These efforts have included the development of [Service Centers](#). These Service Centers, located in various locations across the county, are staffed with county navigators, who are knowledgeable of many services, including career services. These sites allow residents to connect with services directly, rather than having to go through multiple access points.

In addition to these new Service Centers, Ramsey County has bolstered the availability of access to services through phone and web-based methods. This was created in response to the COVID-19 pandemic but has proven successful and will remain once it is safer to access supports in person. This includes the creation of a new phone line that is staffed by county navigators, and the availability of online interest forms. Now, those interested in receiving career services can submit a simple online interest form and are then contacted by program staff. These efforts are all in alignment with Ramsey County's strategic priority of "Residents First: Effective, Efficient and Accessible Operations".

Career Services, as defined by WIOA, includes basic, individualized and follow-up services. Basic career services are available to walk-in customers, UI customers, youth, and veterans. If applicable, basic career service consumers, who may be program eligible, are referred directly to specific programs such as the WIOA Adult program, State Dislocated Worker program, youth programs and others.

Once basic eligibility is established and the participant is enrolled, individualized career services begin. Individualized career services include academic assessments, career pathway planning, and short-term training options along with support service assessments to overcome employment challenges or barriers to employment retention. Individualized services continue while the participant is making progress on their education and/or employment goals.

Follow up services are offered for participants who are placed in unsubsidized employment for up to 12 months after the first day of employment.

WIOA and MFIP programs recommend the site: Mynextmove.org as a primary career exploration tool for program participants. The WFS team has created tools such as My Bridge of Strength and the Career Pathway Bridge to assist with career and life goals.

Community vendors are utilizing these same methods to connect youth to services, but they also offer other strategies and connection points. Young people have not historically accessed career services through county doors, but rather through referrals and information provided through trusted community partners. In addition to the standard access points, vendors providing youth services will also be available to serve youth in a variety of community locations (recreation centers, schools, coffee shops, laundry mats, drop-in centers, etc.).

Additionally, the regional board will collectively analyze the service elements at physical locations and online to ensure the appropriate services for populations being served are available – specifically youth and adults with barriers to employment and/or those who would benefit from culturally-specific service delivery strategies. To be expected, with the COVID-19 pandemic, Ramsey County and regional partners have shifted many of the services and supports (job fairs, career information, workshops, etc.) to virtual platforms. This shift has decreased the barriers that have plagued in-person services in the past and will likely continue into the future.

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

Title I partners have invested in technology solutions including a new platform in partnership with the county's Community and Economic Development Department. This web portal houses both economic development information for businesses as well as our newly redesigned Ramsey County Job Connect job board. In addition, WFS supports Construction Hiring Connection as an online portal for construction careers.

Efforts are being made to extend the reach to younger residents through utilizing familiar communication channels such as social media sites like Linked In,

Facebook and Twitter. Text messaging is also utilized to inform Youth of upcoming events and send reminders.

Title III partners have invested in technological solutions to provide broad and accessible tools for walk-in and program customers alike. UI has guides and instructional videos about their program as well many links to career exploration and job search tools.

The County and State websites meet all ADA standards for accessibility. In conjunction with the strategies and analysis outlined above, recommendations for new or enhanced technology will be made to ensure that metro job seekers and employers have access to tools they need to enjoy successful labor exchange functions.

As mentioned above, the Ramsey County Service Centers and partnership with Saint Paul Public libraries also provide job search assistance, computer use and internet and/or free Wi-Fi access to assist job seekers. The library sites include evening and week-end hours. Utilizing these partners allows for a broader reach for workforce development services within the community and it assists with eliminating barriers to accessing services housed at the CareerForce offices alone.

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.

Supportive services are available to program-enrolled participants for participation in employment and training services and are provided on a case-by-case basis. An individualized financial needs analysis is conducted at program enrollment and periodically reviewed with their counselor. Through this process, it is determined which supports are necessary to achieving their goals. Regular reviews and follow up of support service needs help participants to stay on track with reaching their goals and obtaining positive outcomes. Each program has specific allowable costs based both on funding source requirements and individual support needs. Policies are in place to ensure supportive service needs are assessed, monitored and funds are appropriate for services. Additionally, making referrals to community resources and leveraging partnerships are utilized as a holistic approach to supporting people who experience barriers to employment.

If academic readiness is a barrier to furthering educational goals or employment, participants are referred to Adult Basic Education (ABE). The majority of ABE sites are located in the city center but can also be found in multiple neighborhoods as well as in the outlying suburbs. There are 18 different ABE sites available within Saint Paul and Ramsey County. ABE is also a critical partner along the career pathway continuum as many services are aligned to sector partnerships in healthcare, information technology and business services (such as retail operations, finance and hospitality).

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.

Currently, the local board is following the Infrastructure Funding Agreement (IFA) guidance and framework developed by DEED which uses the policy last updated in 2018. This policy provides the guidance needed to offer optimum infrastructure to meet job seeker and business needs.

The local board, through the One-Stop Operator Consortium, meets with all One-Stop Partners to establish specific cash or in-kind contributions as part of the IFA negotiations. The local board will continue to work with DEED and its partners to discuss, negotiate and coordinate on infrastructure funding that follows the WIOA law and provides efficiency for addressing any discrepancies or disagreements.

The Local Board will also ensure that staff are informed and trained on infrastructure funding requirements and protocols for addressing discrepancies using guidance from DEED in partnership with the MN Association of Workforce Boards. The WIB will rely on existing (or modified) Memoranda of Understanding and internal audit processes to address any serious compliance issues.

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

The local board will inform and train contracted providers on infrastructure funding requirements and protocol for addressing discrepancies and disparities using guidance from DEED in partnership with the MN Association of Workforce Boards. Service alignment issues will be addressed, as noted above, in the contracting process and in regular communications with partners during implementation. The local board will rely on existing (or modified) agreements and internal audit processes to address any serious compliance issues regarding infrastructure funding requirements.

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.

Under WIOA, there is an opportunity to explore new strategies and partnerships within the service providers and required partners. The local board, through the One Stop Operator (OSO), will facilitate and complete an MOU with core title providers and required partners, drawing on a template developed by DEED. Each new MOU shall contain provisions describing the following items:

- services to be provided through the one-stop delivery system, including the way the services will be coordinated and delivered;
- how the costs of services and the operating costs of the system will be funded, including funding through cash and in-kind contributions, which may include funding from third party entities, to provide a stable and equitable funding stream for ongoing one-stop delivery system operations;
- methods of referral of individuals between the one-stop operator and the one-stop partners for appropriate services and activities;
- methods to ensure the needs of workers and youth, and individuals with barriers to employment, including individuals with disabilities, are addressed in the provision of necessary and appropriate access to services, including access to technology and materials, made available through the one-stop delivery system;
- duration of the MOU and the procedures for amending the MOU, and assurances that the MOU shall be reviewed not less than once every three years to ensure appropriate funding and delivery of services.

With many strong partnerships already in place, the local board will have a better understanding of how to create a deeper opportunity for partnering. The MOU covers a set of broad commitments to ensure clear understanding and provides an opportunity, when applicable, for the County to contract for needed services that support the Local Plan, local programs and innovative opportunities that arise for our shared clients.

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

The WIB exists to:

- Help maintain the economic health of Ramsey County.
- Identify current and emerging workforce issues and needs.
- Create partnerships to serve the needs of businesses and job seekers.
- Oversee publicly funded workforce programs in Ramsey County.

The Mission of the WIB: The Workforce Innovation Board of Ramsey County will be the catalyst for comprehensive workforce development strategies that address both employer and job seeker needs.

The WIB focuses on strategies to remove systemic barriers to employment facing individuals of color, individuals with disabilities, gender-based inequities, and barriers affecting disconnected youth. The WIB recently updated a short-term action plan to reflect these current strategies while we are responding to the COVID-19 pandemic.

In late 2021, the WIB will extend their action planning further to reflect the Ramsey County Economic Competitiveness and Inclusion Plan which it will begin to

execute by second quarter 2021. This new plan outlines the economic and community development objectives that Ramsey County will pursue over the next decade. The plan's recommendations are being shaped through a lens of equity and are being informed by extensive community engagement.

Ensuring systems alignment and leveraging of resources are key to supporting the WIB priorities. The WIB is focused on implementing inclusive workforce strategies to ensure those with barriers to work are included in the economy. This includes aligning training for high growth industries, supporting small, minority, women and veteran owned businesses and providing resources and support for entrepreneurs.

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

The Local Workforce Development Board has a goal to ensure that the individuals who make up Ramsey County's workforce are equipped with the skills and certifications to meet the needs of local employers. There are a number of strategies that WFS employs to pursue this goal.

To meet the WIB's education and training goals, WFS partners with a number of local education and training providers. Through a competitive solicitation process, WFS is developing a list of vendors who can provide both standard and customized occupational training for Ramsey County residents. The ability to provide customized training is critical to the board's ability to ensure that we are preparing an educated and skilled workforce, especially for youth and those experiencing structural barriers to employment. Having the option to build in additional preparation and support for vocational and academic training through customization allows the board and WFS to best meet the needs of job seekers in Ramsey County. Additionally, having greater ability to build these training partners will also allow the board to better meet the needs of local employers by using labor market information to craft vocational programs to prepare residents to fill open positions.

It is critical that there is an alignment between skills employers are looking for and those looking for work. The data included demonstrates the importance of ensuring this alignment. According to the American Community Survey (ACS) 5-Year Estimates, Ramsey County had a population 25 years of age and older of 363,138 in 2019. Of this population, approximately 9.7% had less than a high school diploma, 20.9% had a high school diploma or equivalent, 27.2% had some college or an associate degree, and 42.3% had a bachelor's degree or more. It should be noted that at the regional level, in 2020, 1.1% of jobs (20,050 jobs) required no formal education, 61.2% of jobs (1,105,200 jobs) required a high school diploma or equivalent, 3.7% of jobs (66,350 jobs) required vocational training, 5.2% of jobs (93,970 jobs) required an associate degree, 24.9% of jobs (449,020 jobs) required a bachelor's degree, and 4.0% of jobs (71,390 jobs) required a graduate or professional degree.

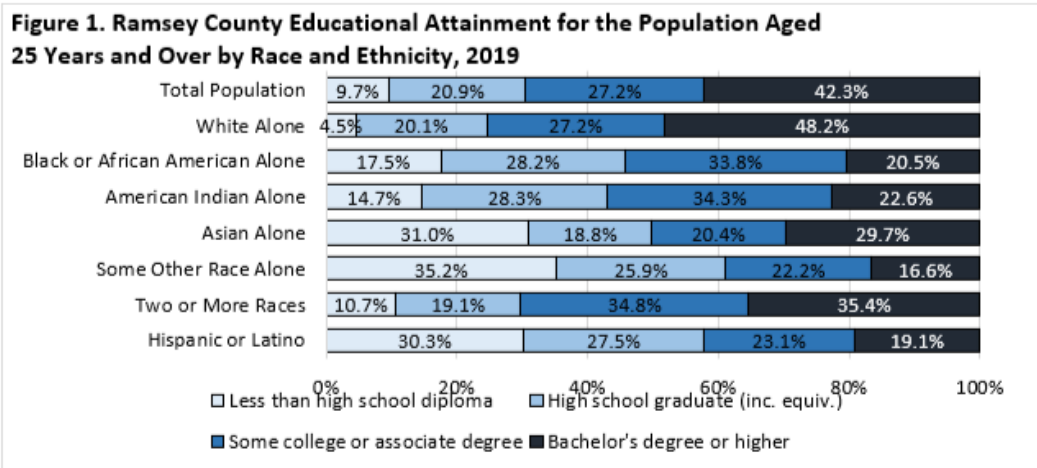
Poverty rates and median earnings are highly correlated with educational attainment. In Ramsey County, in 2019, 30.1% of those ages 25 years and over with less than a high school diploma lived below the poverty level. Poverty rates decreased to 14.2% for those with a high school diploma or equivalent, to 10.2% for those with some college or an associate degree, and to 4.1% for those with a bachelor's degree or more. The median earnings for the population 25 years of age and older in Ramsey County equaled \$42,257 in 2019. Such earnings equaled \$25,001 for those with less than a high school diploma, \$30,893 for those with a high school diploma or equivalent, \$36,919 for those with some college or an associate degree, \$52,210 for those with a bachelor's degree, and \$71,027 for those with a graduate or professional degree.

Table 1. Ramsey County Educational Attainment for the Population Aged 25 Years and Over by Race or Origin, 2019

Population	Total Population, 25 years & over	Less than high school diploma	High school graduate (inc. equiv.)	Some college or associate degree	Bachelor's degree or higher
Total Population	363,138	35,294	75,759	98,633	153,542
White Alone	267,308	12,127	53,648	72,648	128,885
Black or African American Alone	36,382	6,385	10,254	12,283	7,460
American Indian Alone	2,137	315	605	734	483
Asian Alone	43,037	13,356	8,079	8,800	12,802
Some Other Race Alone	6,410	2,259	1,661	1,423	1,067
Two or More Races	7,713	825	1,475	2,685	2,728
Hispanic or Latino	20,731	6,276	5,692	4,798	3,965

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

Educational attainment does vary significantly by race and ethnicity. For example, where only 4.5% of those reporting as white had less than a high school diploma in Ramsey County in 2019, over 30% of those reporting as Some Other Race, Two or More Races, or those with Hispanic or Latino origins reported having less than a high school diploma. Where nearly one half (48.2%) of those reporting as white had a bachelor's degree or more, about one-fifth (20.5%) of Black or African Americans in the county had a bachelor's degree or more.



According to data from the Minnesota Department of Education, there were 90,661 students enrolled in all grade levels through 12th grade in Ramsey County during the 2019-2020 school year. Of these students, 35.3% identified as white, 20.7% as Black or African American, 0.8% as American Indian or Alaska Native, 24.7% as Asian or Other Pacific Islander, 6.4% as Two or More Races, and 12.2% as Hispanic or Latino. In all, 64.7% of Ramsey County students reported as a

person of color or American Indian. For reference, 35.2% of students statewide reported as a person of color or American Indian.

- During the 2019-2020 school year, 49,600 students in Ramsey County (54.7% of total) were eligible for free or reduced-priced meals.
- During the 2019-2020 school year, 14,299 students in Ramsey County (15.7% of total) received special education services.
- During the 2019-2020 school year, 18,949 students in Ramsey County (20.9% of total) were identified as English language learners.
- During the 2019-2020 school year, 1,170 students in Ramsey County (1.3% of total) experienced homelessness.

Table 3. Ramsey County Student Enrollment Data, 2020

Grade	Total Enrollment	White	Black or African American	American Indian or Alaska Native	Asian or Other Pacific Islander	Two or More Races	Hispanic or Latino	Total Share Students of Color
ECSE	1,843	795	311	10	354	156	217	56.9%
PK	1,081	163	213	8	442	74	181	84.9%
Kindergarten	6,738	2,218	1,457	30	1,771	510	752	67.1%
1st Grade	6,781	2,220	1,434	52	1,785	540	750	67.3%
2nd Grade	6,626	2,139	1,366	35	1,788	490	808	67.7%
3rd Grade	6,468	2,094	1,403	34	1,679	504	754	67.6%
4th Grade	6,361	2,095	1,400	45	1,553	436	832	67.1%
5th Grade	6,631	2,125	1,383	47	1,722	474	880	68.0%
6th Grade	6,661	2,340	1,409	45	1,559	464	844	64.9%
7th Grade	6,943	2,443	1,475	51	1,677	455	842	64.8%
8th Grade	6,773	2,412	1,459	57	1,597	394	854	64.4%
9th Grade	6,732	2,596	1,334	62	1,608	321	811	61.4%
10th Grade	6,690	2,601	1,288	70	1,524	350	857	61.1%
11th Grade	6,694	2,785	1,196	66	1,574	284	789	58.4%
12th Grade	7,639	2,945	1,667	85	1,763	314	865	61.5%
Total Students	90,661	31,971	18,795	697	22,396	5,766	11,036	64.7%

Source: Minnesota Department of Education Data Center

- 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.

Ramsey County is committed to a regional economy that includes everyone in its prosperity. To achieve this, it requires the WIB 's work to be data-informed with market responsive actions and policies and procedures that center people of color.

The WIB will use the [GreaterMSP Regional Dashboard](#) indicators to assess progress toward regional economic growth and economic self-sufficiency. In addition the [Center for Economic Inclusion's Indicators of an Inclusive Regional Economy](#) will also be utilized. These indicators provide a picture of economic inclusion in the Minneapolis-Saint Paul region by disaggregating key measures by race, place, and income-level. For far too long, data analysis has been siloed by sector,

industry, and focus; it is time for the economic impacts of decisions on communities of color to be looked at comprehensively. This tool is a starting point for change.

The WIB will also target specific indicators to create impact over a multi-year period:

1. Talent availability – particularly the number of individuals who receive credentials that contribute to associates degree awards in the region.
2. Employment disparity- particularly engaging in strategies to reduce employment disparities for people of color and Native Americans in our community.
3. Wages Change by Race: particularly Wage Change for Participants Employed Prior to Enrollment in workforce programs. (\$/Hour)

As a response to the COVID-19 pandemic, the WIB will also utilize [GreaterMSP's Metro Regional Recovery Hub](#). Indicators that will be looked at include pace of employment growth, job postings and jobless claims.

[Ramsey County goals](#) of Well-Being, Prosperity, Opportunity and Accountability will frame the strategic vision of core partners and core program alignment to best serve the residents of Ramsey County. In this model, “residents” refers to individuals and families’ living in Ramsey County, businesses and employers and workforce development partners and community-based organizations.

The WIB along with the County goals as guiding cornerstones, will align resources, leverage opportunities and create efficiencies in the service models between core partners and with regional economic and workforce development partners to create a collective momentum and maximize our local talent pool and labor exchange system that supports self-determination, self-sufficiency and solid career pathway options.

Finally, as federal and state program-defined performance indicators are made available, teams will review and implement strategies to support alignment of services and successful outcomes for all in the areas of:

- Employment
- Employment retention
- Earnings
- Skills gain
- Credential attainment
- Employer engagement

- 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 local Board has identified a need to utilize Ramsey County WFS Planning Team to assist with the complexity of WIOA Implementation and to build integrated service strategies between core partners. The work intentionally focuses on the integration of services across the WDA. These efforts work to identify a cross-program flow of services, a single entry-point assessment which will identify co-

enrollment opportunities, a continuum of services, and common outcome measures.

The One-Stop operator coordinates service delivery among the required core partners including coordination of services at the comprehensive One-Stop location and any affiliate location. These services are executed through an MOU with the required one-stop partners.

Other strategies include:

- Inform and integrate racial equity initiatives
- Identify a common assessment to evaluate the viability of dual enrollment
- Develop new strategies to connect and share assessment results related to sector-based opportunities.
- Identify a referral process that aligns with WIOA performance measures
- Share best practices in co-case management and braided funding
- Monitor progress and collect success stories from cross program collaboration
- Collectively seek grant funds to expand our reach and to develop new initiatives.

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.

Leveraging the local area's participation in the Minnesota Association of Workforce Boards, there will be a focus on specific occupational clusters and career pathways (outlined in the regional plan). Collective work with all of the metropolitan Carl D. Perkins consortium partners will be refined to identify appropriate Perkins-funded activities that support entry and advancement opportunities into the identified career pathways. The Local Board will pursue appropriate steps, with its own Perkins consortia members, to ensure program alignment within the WDA.

The core title partners have been engaging with the local coordinators of the Carl D. Perkins Act (CDPA) funded programs at Century College by participating in their strategic planning process. Through this process of planning, new opportunities will be generated for partnership and system alignment.

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.

In collaboration with key stakeholders and workforce development teams, an increase in intensive outreach and awareness building related to eligible individuals with barriers to employment occurs. Place-based services of all Core Partners provide for continuity and reliability of services and seamless coordination, such as through co-location of services at CareerForce office. Additional locations embedded throughout the community, such as County Service Centers and at contracted provider sites provide for an expanded reach

to job seekers, including partnership with Saint Paul Public library locations. Virtual service delivery, where and when possible has also been recently implemented. Finally, leveraging the county's strategic priority of Residents First service delivery model allows for continued insight and responsiveness for individuals with barriers to employment. Opportunities for further plan development and referral coordination include: Community and Economic Development, Public Health, Corrections and Foster Care.

- 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.

Historically, once eligibility has been established, program participants stay connected to that primary program for the duration of their service cycle. Under WIOA, the option for co-enrollment between core programs is leveraged, where allowable by state and federal policy. This creates a range of support service funds to enable participants to continue job search and/or training when finances present barriers.

Employment counseling ensures that participants are guided toward jobs that meet their individual needs and toward training that can lead to a career pathway. All of the core programs have outlined support service policies and are compliant with State policy.

The Local Board is committed to continuous innovative alignment between programs. Align and leverage county resources and departments to support residents more holistically particular those that experience multiple barriers to employment. Areas for further alignment include: Transit Planning, Community and Economic Development, Public Health, Corrections, Foster Care, Ramsey County Attorney's Office, Libraries, and should mention new Service Center (Resident's Firsts strategic priority) model.

Leverage the assets of the county—diversity of population, creative economy, community wealth building through entrepreneurship, unique environments of different neighborhoods and suburban strength.

- 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.

Expand access to the programs –

- Partnerships- local programs continue to build on existing partnerships as well as focus on newly developing partnerships. Community partners have relationships with a variety of constituencies that represent neighborhoods, cultural groups and individuals that experience unique challenges and barriers. These trusted community organizations recommend and refer those residents to the local workforce programs.
- An ongoing partnership with the City of Saint Paul's MSP Tech Hire/Full Stack initiative has resulted in expanded access for Ramsey County residents

to receive access to funding for in demand IT credentials providing them opportunity to begin and/or further progress in an IT career pathway. Stackable industry recognized credentials are a key feature for IT career pathways and those working in this pathway frequently need access to additional funds for training. Funding for training credentials is jointly provided by WIOA programs and MSP Tech Hire scholarships. Local Board representatives are connected to the shared planning and coordination which provides oversight for the effort to increase diversity in the sector while building wealth for individuals and families.

- Marketing- print materials and electronic communication including websites and social media reach residents and build awareness and access to workforce programs.
- Increase co-enrollment among the programs when appropriate – Co-enrollment occurs when multiple programs bring unique services to meet the needs of a specific client. This is done strategically with a focus on streamlining services for the client while meeting program requirements and desired outcomes. Proper data sharing procedures and joint case management practices are used to ensure all programs are maintaining required contact levels with the client.
- Provide for a direct linkage to UI services - WIOA program clients have access to Comprehensive and Affiliate CareerForce sites in which DEED UI reemployment sessions and referrals for applications to UI occur.
- Coordinate with statewide rapid response activities- The local area is notified of all rapid response activity in the State. WFS responds to the Ramsey County mass layoff competitive solicitations and emergency mass layoff requests.
- Coordination between relevant secondary and postsecondary education programs and the workforce system in the area will occur to avoid duplication of services- Youth programs have relationships with area high schools through its Outreach to Schools program. WFS communicates with and refers clients to Adult Basic Education services in the local school districts. Postsecondary education relationships are strong with significant utilization of credit based and customized training courses for program enrolled clients. Coordination occurs with ongoing WFS participation in the MN State/ABE Transition Partners meetings.

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

According to the latest industry employment data from DEED's Quarterly Census of Employment and Wages (QCEW), the top-emplying industry sectors in Ramsey County include Health Care and Social Assistance, Educational Services, Public Administration, Manufacturing, and Retail Trade. These five industries accounted for over half (55%) of Ramsey County's total employment in 2020, with each

industry having more than 22,000 jobs. Health Care and Social Assistance alone accounted for over one-fifth of the county's total employment in 2020.

Zooming in, those specific industries with both high employment concentration and high employment levels in Ramsey County include: Educational Services; Ambulatory Health Care Services; Social Assistance; Management of Companies; Administrative and Support Services; Computer and Electronic Product Manufacturing; Administration of Human Resource Programs; Religious, Grantmaking, Civic, Professional, and Similar Organizations; Justice, Public Order, and Safety Activities; and Printing and Related Support Activities.

The WIB engages with local employers at various levels through:

- Sector specific project-based grants
- Career and employment opportunities through Minnesota Works
- Employer of the Day
- Ramsey County Job Connect: Job Posting and events
- Construction Hiring Connection (industry specific web-based services)
- Employment placements through Employment Counselors
- Educational and Training partnerships
- Partnership and Outreach Committee
- WIB newsletter and other communication tools

The Partnership and Outreach Committee works on marketing workforce services to multiple constituency groups, especially the business community, and raise the profile of the WIB. At present, the committee has developed an effort to identify the key stakeholders and resources of the Ramsey County workforce ecosystem, complete a communication audit, and share the efforts that are being done by other WIB committees.

WFS works closely with the Workforce Strategy Consultants of DEED to facilitate engagement of employers of all sizes and responds to demands or needs of the in-demand industries.

Contracted vendors engage in a variety of employer engagement efforts through Business Advisory Councils, Job Placement specialists, and leveraged engagement through business and training partnerships

The WIOA Youth program connects with employers to host work experiences through the Minnesota Youth Program.

Employer of the Day and/or Hiring events are coordinated by many of the core title providers as well through DEED sponsored events. We utilize a contact management database will be used to track employer engagement.

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

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

The WIB plays a leadership role in ensuring the local area remains strategically positioned to respond to the workforce and economic development needs within the County. By the very nature of their membership, there are key leaders in the

community representing business and industry, organized labor, community-based organizations, adult basic education, and post-secondary education, VRS, DEED, TANF, and local elected officials. This structure allows the local area to align local activities with that of the Governor's Workforce Development Board and State leadership. They review and approve funding opportunities to advance the system, approve local and regional plans, and support regional efforts for federal grant opportunities. They ensure that public resources are invested in a manner that supports the advancement of key services to foster personal growth and provide opportunities for the residents of Ramsey County.

As part of their strategic positioning, The WIB also has representatives on the Minnesota Association of Workforce Board's Operations Committee, Business Services Committee and Job Seeker Services Committee. The WIB supports ongoing connections to business leaders within the community through their own Partnership and Outreach Committee. WFS, as the operational arm of the WIB, is deeply connected to the county's Community Economic Development Department (CED). Structurally, both WFS and CED are in the same Economic Growth and Community Investment Service Team. This allows the departments to collaborate more deeply and intentionally on the needs of businesses. The most poignant example is the shared use of the [Ramsey County Means Business](#) website which provides business specific incentive information for growth and development and also houses the county's workforce messaging to businesses including timely labor market reports and the [Ramsey County Job Connect](#) job board. Events like job fairs are also promoted to businesses on this site.

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

Ramsey County is a member of the GreaterMSP partnership. This regional economic development entity focuses on talent and attraction, start-ups and innovation, business investment and regional indicators. Annually, WFS and GreaterMSP present to our county board on efforts.

The WIB serves as a critical linkage between economic development and workforce development for Ramsey County. We have representation from the City of Saint Paul as well as multiple chambers on the WIB. The opportunity to coordinate data and share information in order to better understand available programs is critical by partners. These partners frequently collaborate on projects such as responding to relocation inquiries from GreaterMSP.

In addition, one example of focused economic development alignment in Ramsey County is the East Team. The East Team is made up of stakeholders pivotal to the business retention and attraction success of Saint Paul. Chaired by the Deputy Mayor of the City of Saint Paul and the CEO of the Saint Paul Area Chamber, this group includes many WIB partners and Ramsey County WFS is represented in this effort. Other entities in the group include Metro Transit, the Building Owners and Management Association, the Saint Paul Port Authority and others. The group is targeting efforts to market the city and provide resources for businesses of all sizes to grow and expand in the City of Saint Paul.

When it comes to suburban Ramsey County, the key connections include strategic partnerships with our suburban communities. The Ramsey County Community and Economic Development Department is a key conduit of this work for the WIB and WFS. Quarterly, the county hosts an economic development summit with our city partners and workforce is a topic that is regularly addressed at these events to ensure alignment of efforts. Workforce resources are shared to city officials to add to their respective websites, newsletters and social media platforms to increase the reach of programming and service resources to residents.

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

The local area staff coordinate to provide:

- Reemployment Services sessions that are hosted by the DEED staff.
- Work with individuals to identify appropriate programs to enroll in
- Assist individuals who do not enroll in a program to make sure they have registered and entered their resume in MinnesotaWorks.net and further assist them in job seeking services such as referral to CareerForce workshops and county career lab assistance
- Partner with culturally specific organizations as appropriate to ensure the highest level of services may be provided to meet the needs of populations served.

In 2020, WFS re-launched Ramsey County Job Connect, an interactive Job Board that helps to connect employers with job seekers in Ramsey County. The job board is interactive and provides searchable function as well as a map tool to help job seekers locate jobs. Employers are able to add interactive elements such as pictures and videos. In addition, employers can indicate if an opening is near transit as well. Job Connect was developed in collaboration by the cities within Ramsey County as well as the economic development organizations and chambers that serve businesses within Ramsey County. These partnerships are critical because rather than having a variety of job boards hosted by different organizations, all have chosen to align with Ramsey County Job Connect as a way to maximize resources to funnel job seekers and employers to one spot in Ramsey County. Job Connect is also the home of a training dashboard that allows Ramsey County non-profit training partners to post free training opportunities for job seekers as well.

WFS has a long-standing partnership in the construction trades and has a unique web-based tool for both job seekers and employers known as the Construction Hiring Connection (CHC).

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.

According to the U.S. Census Bureau's County Business Patterns data, most businesses in Ramsey County are small businesses. More specifically, as of 2018, nearly half (49.5%) of Ramsey County businesses had less than five employees. Nearly two-thirds (66.9%) had less than 10 employees. About four-in-five Ramsey County businesses (80.8%) had less than 20 employees, and over nine-in-ten (92.0%) had less than 50 employees.

The Ramsey County Economic Competitiveness and Inclusion Plan highlights the strategic priorities of the county to support and grow small businesses. Ahead of the plan's full implementation, in 2019, the county board made an investment in the Open to Business Program which provides business consulting services to any resident entrepreneur in Ramsey County. This resource has been highly valued by our cities and we've leveraged this resource for job seekers as well. We've been connecting our Open to Business consultant to program participants and anticipate additional workshops.

As we look to the future, the WIB recognizes the developing start-up ecosystem within Ramsey County. The work of the newly established Tech Committee aligns with bringing this ever-growing list of partners to together. The City of Saint Paul has been focused on tech training pathways through its Full Stack Initiative. The goal is to continue to support emerging tech talent to not only support existing businesses but to align resources for tech business startups as well. In addition, Ramsey County is home to many health science manufacturers. The ability to foster innovation and leverage resources like the Century College Fab Lab is an opportunity to grow medical device and other tech businesses in Ramsey County. Identifying entrepreneur pathways will be an effort of the Economic Competitiveness and Inclusion Plan and will be incorporated into the workforce programming.

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

WFS has a responsibility to monitor the activities of the service providers that receive state or federal funds through WFS. This includes determining risk of noncompliance, monitoring financial and programmatic reports, and ensuring that deficiencies are corrected. To assist providers in delivering successful programs and continuous improvement, the WFS planners and management information systems team members provide support on an ongoing basis. Support to service providers may include providing guidance and interpretation of policies, written procedures, training, reports, ongoing meetings and other technical assistance as needed. Formal fiscal and program monitoring are completed once per year. These activities support staying in compliance, identifying emerging service trends and needs and building local capacity for essential services as part of the broader workforce ecosystem.

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

The Local Board follows current labor market information and projections to determine the industries and career paths that will be the focus for service providers and special projects in order to meet the needs of local employers. The Local Board, with the majority of representatives from business and industry, provide information regarding their current workforce needs to service providers. Direct feedback from employers gives providers practical and relevant ways the workforce system can meet real time, local needs.

Worker and job seeker needs are addressed on an individual level through assessment processes by service provider staff. Provider staff engage in employment plan development in partnership with the job seeker. As providers see trends and common themes in the plans of individuals, providers are able to build out programming to address those needs. An ongoing example of this is the nurse aide and health unit coordinator training cohorts that have been facilitated in 2020 and are projected to continue into 2021. Providers frequently hear from job seekers that they desire healthcare training while employers indicate significant needs for these workers. This responsive alignment of worker and employer needs is a winning combination for program outcomes and for the community.

To ensure that external providers offer services that meet employment needs, Ramsey County seeks high quality providers with proven track records of meeting workforce programming goals. Ramsey County selects providers by using a competitive solicitation process to notify potential and existing service providers of the needs of the County. WFS follows Ramsey County policies and procedures to select, secure and evaluate service providers with the goal of selecting providers that will best meet the needs of the community.

We routinely solicit the help of our workforce development peers to assist us in evaluating proposals from local providers. Once providers are selected and onboarded, regular monitoring and evaluation occurs to ensure outcomes are commensurate with contract goals. Services that are provided internally by WFS are regularly evaluated by leadership and Board engagement.

WFS staff regularly enlist the expertise of local providers and share our expertise in regard to serving a diverse community of residents and industries. This sharing helps ensure that needs of employers, workers, and job seekers are kept at the forefront of our service delivery.

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

The Local Board will work closely with 'remote' service locations within its WDA to (community-based providers, libraries, and other county service locations) to identify opportunities for electronic access to be made available as widely as possible. We note, however, that with an increased emphasis on staff-assisted services at CFC locations, a primary goal of such access points may be to drive traffic toward locations where staff-assisted services can be made available.

CareerForceMN.com is available 24/7 and can be accessed using a smart phone, tablet, or computer. On CareerForceMN.com career seekers can set career

goals, see blog posts, news articles and other content, search thousands of Minnesota job openings, take an interest assessment or skills assessment to see how your current skills align with in-demand careers, view up-to-date occupational demand and wage information, get resume tips and view outlines and samples, learn how to prepare for a successful interview, participate in career planning and job search workshops and other events, and learn about education and training options for eligible career seekers.

CareerForceMN.com facilitates access to partners providing services through partner's profile pages. Partner organization can be search for by keyword or location.

Details on how to access staff-assisted services can be obtained on the location page with address, hours, phone number, email and Connect With Us direct web connection – plus a listing of services offered at that location.

- 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 local board will inform and train staff on applicable provisions of the ADA using material to be jointly developed by the metro areas LWDBs in partnership with the MN Association of Workforce Boards and DEED. Our CFC location meets accessibility standards.

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

See ATTACHMENT H (Memorandum of Understanding) & I (Infrastructure Funding Agreement - will add IFA when completed)

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

Adult and dislocated worker employment and training activities are provided in a multitude of ways to meet the range of job seeker needs and goals. All are provided in accordance with allowable costs and follow policy. The activities are supported through individualized plans developed in coordination between the Employment Counselor and the job seeker. Career Counseling and Assessment are key to identifying the resources and steps needed toward obtaining employment. Plans include employment history, anticipated challenges and concerns, and activity action steps with timelines, including identifying supports needed along the way. Activities

are available in individual or group format, depending on the nature and need of the person and the activity availability. Employment Counselors provide a level of support that matches the steps and supports needed by the job seeker, ranging from check in and updates to more specialized counseling, guidance and coaching.

For enrolled program participants, assessments are provided and available to determine skills, education, interests. These include self-guided interest assessments, approved staff administered education level assessments, and career pathway discussions and referral. Approval for training activities are based on assessment and need, whether it is to upgrade skills, change careers, or to best prepare for entry or reentry into the workforce. These practices of training activity approval are used in a consistent fashion to ensure the training is directly linked to employment opportunities in the area (or for relocation), matches the skills and qualifications the job seeker has and can obtain from training, and leads to wages that support self-sufficiency or wages comparable to and/or higher than previous employment.

In addition to career counseling and assessment, ongoing career services include but are not limited to: Labor Market Information, resume development, application submission, interviewing coaching, job lead identification, networking, job fairs, additional program referrals. These activities are readily available through program staff, CareerForce, County Career Labs and library partnerships, core title providers, contracted service providers, and other county resources such as Job Connect. An ongoing review of available and relevant workshops, job clubs, one-to-one assistance and virtual and regional career fair events are monitored by local leadership, whereby changes, innovation or refinement of these resources are made to remain responsive and relevant to meet the needs of the local economy and of the job seeker. A critical component to the delivery of these activities is ensuring access (in person, virtual,) and understanding (individualized such as: coaching, self-guided or other resource support needs).

Education training opportunities are made available to job seekers enrolled in the program through the training activities approval and requirements process. The availability of these are monitored by program staff and local leadership to ensure opportunities for industries in demand, and to address where there are gaps, especially in the current changing economy. Local and regional assessment of training needs, to include innovation and change since the COVID-19 pandemic is necessary to address and respond to the impacts of racial disparities in employment, educational attainment and income for residents in Ramsey County residents.

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.

WFS and its partners have an extensive network of services to youth with barriers to education or employment, including youth with disabilities. Under the board's direction, youth services, including federal WIOA programs, along with other

programs funded by outside resources, are provided to youth and young adults, ages 14-24.

WFS has contracted out the provision of WIOA Youth and Minnesota Youth Programs services to three local community partners. These services include recruitment, assessment, goal setting, and individualized support services to young people for the purpose of furthering their education and employment. These services are provided to low-income youth, youth with barriers, and youth with disabilities. WFS also will be seeking to expand the provision of these services with greater access to other program elements such as financial literacy, leadership development, post-secondary preparation and more. Additionally, through expanded contracting and community partnerships, services will be able to be specialized to meet the needs of groups of most impacted young people. These groups include black youth and youth of color, youth experiencing homelessness or the justice system, and youth with disabilities or experiencing mental health challenges. WFS is excited to both increase the depth and breadth of services and supports to young people.

One of the most successful models that has been identified in serving youth and young adults is using cohorts. Often, when support and placing youth, many experiencing systemic barriers, including racism, into programs individually, they experience loneliness and isolation. By supporting youth in groups, through trainings, workshops, internships, etc. youth are able to increase their social connections, as well as their professional network. In addition to the formal supports received through the programs, these additional community networks will support youth far beyond the extent of the formal program.

For youth experiencing challenges or barriers related to their disabilities, Employment & Training partners to other workforce development organizations who specialize in serving this population. This includes strategic partnerships with VRS and Goodwill Easter-Seals.

These partnerships include:

- a. Referrals from Vocational Rehabilitation counselors and placement of participants in subsidized summer work experiences.
- b. Vocational Rehab Management sit on both the Workforce Innovation Board (WIB) of Ramsey County and the WIB Youth Committee. These leaders provide continued guidance on best practices with those with disabilities.
- c. Appropriate cross referrals to Vocational Rehabilitation Services to provide integrated employment supports.

Utilization of Goodwill services to assist with assessment of youth with disabilities for additional information about their strengths and needs in determining career pathways and access.

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

The local board is closely intertwined with educational systems, including public school districts, adult basic education, post-secondary institutions and other training providers to ensure that there is coordination of workforce investment opportunities. In addition to the representation of these partners on the Workforce Innovation Board, Ramsey County has undertaken a number of efforts to enhance the services and avoid duplications.

Also, as discussed in question 11, the board is also pursuing increased partnerships with post-secondary education and training programs through a Request for Proposals for Occupational Skills training programs. The contracts resulting from this solicitation will allow WFS to increase opportunity for providing residents with both standardized and customized training programming. The ability to work closely with post-secondary providers, including the MinnState system, to develop and customize occupational training will enhance WFS ability to meet the educational needs of residents. One example of this customization is the development and delivery of a Customer Service Class for youth and young adults prior to entering their subsidized work placements by Saint Paul College. This class better prepared young people for their internships, and also provided exposure to college and post-secondary opportunities.

The board also works closely with local school districts, both in serving youth and also in serving adults. In addition to supporting residents through individualized supports with school partners, WFS plans to continue supporting strategic partnerships and programs. Some examples of these programs in the past:

- ABE Tutoring: Saint Paul Public Schools Adult Basic Education has provided individualized tutoring support to participants in Certified Nursing Assistant training programs, as needed.
- Outreach to Schools: WFS works in local high schools to support students with additional post-high school planning supports.
- ABE Classes & Co-Location: Independent School District 622 has provided Adult Basic Education services and classes at Workforce Solution's career lab locations.

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

The metro area Workforce Development Boards are working cooperatively to strengthen relationships with the Metropolitan Council at multiple levels. One such effort will be to ensure that a stronger line of communication is maintained with transit planners to facilitate closer coordination with public transit in areas where transportation challenges represent a primary barrier to employment. The local board will make particular effort to ensure that suburban job seekers have better access to public transit (and/or other forms of transportation assistance) and that suburban employers can better receive workers from urban centers. This is done through having strong relationships with our suburban city partners as well as the chambers and economic development organizations that serve our suburban communities.

Metro Transit, the transit operations arm of the Metropolitan Council is an active participant in the East Team efforts as were previously mentioned which support business retention and attraction strategies. When businesses have transit related workforce needs, these concerns are often brought to WFS by city or business leaders and WFS acts a conduit of resources to support solutions that impact employers and job seekers.

In addition, the new Ramsey County Job Connect job board provides job seekers with job posting information that reflects whether an opportunity is near a bus stop or specifically on the Green Line. In the future, we'll be adding designations for other regional transit lines that come online including the Gold Line and Rush Line. The feature was added specifically when design elements of the job board were in discussion with stakeholders who stressed the value of this information for job seekers.

The education partners in our service area are keenly aware of the transportation options or challenges associated with their locations. Counselors report that many of the support services requests are to assist with temporary transportation costs or solutions while program participants are involved in career or training services. Policies for access and appropriate use of support service funds are in place and updated as needed to reflect available funding.

Additionally, our community-based service providers are able to provide timely employment services in neighborhoods where job seekers are located.

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.

One-Stop Referral process:

Wagner-Peyser staff at the CareerForce Saint Paul greet new customers and provide them with a brief introduction to the CareerForce system. This will generally include a review of all the services available at that location and in their region. Services can be available onsite or through a direct referral. An Employment Readiness Assessment, sometimes referred to as the triage worksheet, is a resource that is used with first-time CareerForce customers. Completing the worksheet will help a customer to determine if they have any obstacles to overcome before beginning their career search. CareerForce staff will provide strategies and resources to the customer to remove their barriers to employment.

The My Career Search Path worksheet is another resource tool CareerForce staff use to assist a customer. Using this tool, CareerForce staff direct the customer to a career step they can take that day and one for the following day, including advise them to take an assessment to help determine a viable career path. CareerForce staff ensure that the person is registered in MinnesotaWorks.net and assist if needed.

When an individual need is identified by CareerForce staff, referrals to partner organizations will be urged. Whenever possible CareerForce staff provide a “warm handoff” or directly connect customers to a resource, ensuring they are provided with helpful information in addition to a website, email address or phone number. It may involve making a phone call to prepare a contact, offering to ensure a smooth connection or facilitating an introduction. Using the CareerForce connections feature on CareerForceMN.com is another way referrals are made.

These partners consist of:

- a. WIOA Programs; WIOA Adult, Youth and WIOA and State Dislocated Worker, who will have program representatives on-site at least 2.5 days per week.
- b. Adult Basic Education. Adult Basic Education Consortia serving both Saint Paul and Suburban Ramsey County residents have a presence at the One-Stop. Services provided there include basic educational triage services, basic digital literacy services and referral out to local Adult Basic Education programs for more extensive education services. Saint Paul and Ramsey County ABE providers maintain positive relationships with one stop staff to ensure the educational needs of individuals referred are met.
- c. Customers using services at the CFC location may identify themselves as participants of Public assistance programs. They will be encouraged to communicate with their MFIP/DWP or SNAP provider regarding their use of the resource center. MFIP/DWP/SNAP provider will ensure that participants have resources to get to the CFC location and used services specifically related to the job search activities.
- d. If universal customers interested in application for the public assistance programs, staff can direct them to 160 East Kellogg, Ramsey County Government Center East for the application. Staff can also direct them to review the Ramsey County web site, specifically Financial Assistance web site and WFS web site which provider’s information about applications for the public assistance.
- e. Self-identifying Veterans and their spouses will be given the highest priority for services from all partners and referrals to services will be expedited for them.

Minnesota's WIOA State Plan describes the state's strategy for providing reemployment assistance to Wagner Peyser’s targeted population of UI claimants. The strategy includes providing introductory, assessment and Basic Career Services in every UI-RESEA session provided at One-Stop locations. Staff will provide an in-person overview directly to participants in one of the following methods:

- Fast Forward workshop
- MinnesotaWorks.net and CareerForceMN.com overview
- Direct and Immediate Primary Career Services
- A mini-Creative Job Search-type workshop

The State assures the following:

1. The Wagner-Peyser Employment Service is co-located with one-stop centers or a plan and timeline has been developed to comply with this requirement within a reasonable amount of time.

2. The State agency is complying with the requirements under 20 CFR 653.111 (State agency staffing requirements) if the State has significant Migrant Seasonal Farm Worker one-stop centers;

3. If a State Workforce Development Board, department or agency administers State laws for vocational rehabilitation of individuals with disabilities, that board, department, or agency cooperates with the agency that administers Wagner Peyser services, Adult and Dislocated Worker programs and Youth Programs under Title I; and

4. State agency merit-based public employees provide Wagner-Peyser Act-funded labor exchange activities in accordance with Department of Labor regulations.

These activities will be coordinated with the programs within the LWDA, which are currently articulated with WIOA Dislocated Worker and other programs applicable to the needs of the individual UI participant.

Throughout Job Service/Wagner-Peyser history, we have provided different services to employers. In 2018, a task force made up of CareerForce staff and partners recommended that there be a person identified for each location to provide employer navigator services to ensure employers are assisted in a timely fashion and referred to other resources as needed. Generally, Job Service/Wagner-Peyser staff focus on providing a few key employer services:

- Hiring Events and Job Fairs:
- Assistance using MinnesotaWorks.net
 - Registering to request the creation of an employer account
 - Training an employer to post a job and search for candidates
- Assistance using CareerForceMN.com
 - Creating an employer profile page
 - Viewing wage, demand and employment information
 - Accessing other valuable employer resources on CareerForceMN.com
- Screening events during which employers work with CareerForce staff to expedite the hiring process.
- Staff might provide screening services to help career seekers obtain interviews and employment more quickly, and employers find qualified workers more easily.
- Seminars for employers are offered occasionally at CFC locations. These are usually related to hiring employees or facilitating networking but may cover other topics.
- Referrals to regional and state resources

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.

There are two Adult Education Consortia that service Ramsey County residents.

Saint Paul Community Literacy Consortium includes ten program partners located in the City of Saint Paul. Metro East Consortium has eight program members with sites throughout suburban Ramsey County. The local board has engaged Adult Education partners in the development of this plan and expects to continue doing so through the implementation period. Adult Education partners will continue to be engaged in at least three ways:

- a) development of career pathways in the identified sectors and clusters, with clear integration opportunities for literacy and adult education to be woven into existing and emerging training at the on-ramp, bridge and integrated education and training level;
- b) clarification or strengthening of protocol for assessing adult education needs at CareerForce Centers (and other points of service) and making appropriate referrals for services; and
- c) provision of career awareness materials and/or workshops prepared by workforce development staff, that can be shared with adult education partners to expose students to opportunities and facilitate referrals from adult education programs to the CareerForce site and other workforce development programs.

Locally, the ABE providers are involved in workforce development through:

- WIB representation and also subcommittee participation to ensure the diverse needs of Adult Education learners and staff are present;
- ABE services are provided under contract at two employment service locations in Ramsey County
- ABE has engaged in various grant applications with the WIB
- ABE offers industry specific work readiness and skills development options for WIB identified industries
- ABE provides college readiness courses as well as certifications recognized by local employers.

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 local board and Vocational Rehabilitation Services collaborate to enhance services to people with disabilities, eliminate barriers to employment, and work with individuals living in poverty. VRS staff are co-located in CareerForce Centers to provide access

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

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

The I board sponsors local Job Fairs. 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.

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

The Ramsey County Board of Commissioners has designated WFS as the Employment and Training entity to serve as the local grant recipient and serves as the fiscal agent for WIOA Title I funding under WIOA section 107(d)(12)(B)(i) including but not limited to designation, disbursement, and liable for any misuse of grant allocations. The WFS Team provides projects, budgets, and other documentation for review and approval to the Local Board and Board of Commissioners, when required.

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

To expand the reach of services and provide culturally responsive services in communities most affected by employment disparities, the WFS planning team supports a network of contracted vendors to deliver employment services in the county. When soliciting vendors, WFS adheres to the procurement practices of Ramsey County to ensure that the process complies with federal, state and local laws; county administrative code; and procurement policies. In addition, the county actively promotes the use of the Small Business Enterprise (SBE) program. With the

exception of the Small Business Enterprise Quote (SBEQ), competitive solicitations must be posted to the online portal called "[DemandStar](#)" so that all registrants are aware of the opportunities. The county must use public competitive solicitations for all purchases unless there are compelling reasons not to do so. The competitive process promotes openness, fairness and integrity and ensures that all who wish to compete to sell to Ramsey County have equal opportunity to do so. Below is a brief description of the competitive solicitation options that may be used to carry out the activities under this title:

- **Small Business Enterprise Quote (SBEQ):** this method is used for anticipated contract values over \$10,000 up to and including \$250,000 when contracting with a certified SBE. SBE classifications include SBE, small women owned business (SWBE), small minority owned business (SMBE), small women minority owned business (SWMBE), veteran owned small business (VOSB), or a service disabled veteran owned small business (SDVOSB). SBEQ opportunities do not need to be posted on the public
- **Request for Quotes (RFQ):** when an SBE is not available, this method is used for anticipated contract values over \$10,000 up to and including \$175,000.
- **Request for Bids (RFB):** this method is used for anticipated contract values over \$175,000.
- **Request for Proposals (RFP):** this method is used when the anticipated contract value is over \$175,000.
- **Requests for Qualifications (RFQ):** this method is used to request statements of qualifications from contractors for professional or client services with anticipated contract values over \$175,000 prior to the issuance of a Request for Proposals (RFP). **There are no contracts awarded from an RFQ process.**

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.

A review of local trends was conducted and was used to inform negotiations for local performance measures with DEED. Variables such as: racial disparities, the COVID-19 pandemic, and community and economic impacts of civil-unrest were factored into projections for performance outcomes. Specifically, negotiators needed to consider:

- Anticipating serving higher numbers overall and higher number of BIPOC participants in both Adult and DW.
- Planning for increased clients facing systemic racism impacting employment and wages.
- WFS dedication to a mission of reducing employment disparities and seeking to serve those residents most in need.
- Layoffs from retail/hospitality from COVID, even with retraining will result in lower wages than our previous DW demographic made up of white professionals.
- Priority of Service will add additional high need target groups.
- Historically, Ramsey County has had the highest economic and employment disparities in the state, and these have been worsened by COVID and civil unrest.

Local performance goals are used as benchmarks to measure program success for WFS, its subgrantees and the one stop system. Monthly Data Analytic reports, reviewed by program supervisor and management teams, provide for real time analysis of performance. Strategies to target specific goals and performance are developed so as to not rely solely on lagging indicators. Planners work with contracted providers to ensure progress is made toward performance and offers technical assistance where necessary.

While these quantitative data provide one perspective, it is additionally imperative to look at qualitative measures of community, family and individual success. The complex needs of families in poverty require an interdisciplinary approach to resolution. While credentials lead to employment and employment leads to wages, complicating factors still exist for many individual and families including health issues, disabilities, housing needs and others. A wider evaluation of the long-term impact of coordinated and full spectrum service approaches may also be informative for the Board.

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 Ramsey County WIB strives to be a high-performing board in a multitude of ways. In 2019, the WIB grew their understanding in the strategic and operational roles of a high functioning workforce board. From those efforts, they identified several strategic objectives by which they measure their efforts. They include:

- Building an effective, engaged and representative board
- Driving outcomes for job seekers and businesses through partnerships
- Continuously improving and evaluating outcomes
- Influencing public policy to address workforce needs
- Leading transformational efforts to end systemic inequities

Committees and committee deliverables were then aligned based on these newly identified objectives.

The local board is invested in preparing local residents through education and employment opportunities to build a skilled workforce. Besides the Executive Committee that is responsible for reviewing the financial statements, setting the budget, and reviewing decisions; the WIB has five subcommittees to address a skilled workforce and potential challenges or barriers to full employment.

The Partnership and Outreach Committee is positioned to inform the community on workforce issues as well as highlight program opportunities and successes. This committee focuses on ensuring a clear understanding of the workforce ecosystem within Ramsey County and aligning partners to minimize gaps and maximize opportunities.

The Policy and Oversight Committee assures the WIB is creating strategic regional alignment to address workforce needs and promote legislation and policies that address those needs. In addition, this committee provides direct oversight on WIOA

workforce programs and partnership oversight over other programs delivered by Ramsey County WFS.

The Youth Committee provides recommendations relative to policy direction and program oversight for implementation of WIOA and other funded youth activities; and to develop, implement and monitor the Local Youth Plan. The Committee shares best practices and promotes broader community wide understanding of the challenges and opportunities of workforce development programs and strategies as they impact young people. The Committee works in close coordination with other youth aligned stakeholders in the county and uplifts the work of their organizations with amplifying messages. In addition, this Committee awards a youth leadership award each year to a community partner.

The Equity Committee is engaged in addressing barriers to employment and improving opportunities for people of color, indigenous, and those with barriers to employment in Ramsey County by leading transformational efforts to end systemic inequities. The Committee works on alignment to assure that education, economic development, workforce, and business are working in sync, such that the labor market exchange thrives and employment inequities among low income persons of color, Native Americans, and persons with disabilities are addressed. The Committee is aligning its work to the county Economic Competitiveness and Inclusion Plan recognizing the county can only prosper from increased investment if we invest strategically and equitably in our residents and businesses. Racial disparities in employment, educational attainment, income and housing currently hold Ramsey County residents back in the regional economy. Full participation by all residents will create wealth, expand the talent pool and increase wellbeing.

The Tech Committee is a newly formed committee for the WIB. This was in response to ensuring that our jobseekers are positioned for the future of work in order to ensure that our businesses have the skilled talent they need. This committee focuses on tech equity issues and responsive initiatives to address this growing disparity in the community. In addition, this Committee is forward focused helping to understand and align the training programs and in demand skills needed in tech. While traditionally, there have always been tech careers, the work of this committee is shifting to a new mindset, particularly in response to COVID-19. In many ways, almost all jobs are tech jobs requiring digital literacy skills for success and growth. Having more alignment and collaboration to understand tech training and training providers will be work of this WIB committee as well.

As a high performing board, the WIB operates under a set of bylaws that outline its governing structure and operations. In addition, at the beginning of each year, the board designates its committees and sets its full board and committee schedules.

Statewide, the Minnesota Association of Workforce Boards has always been committed to supporting local Workforce Development Boards' growth and strong performance. Board members statewide have access to training that has been developed by committees of the Association. Most recently, a series of policy training topics was provided to board members statewide. In addition, members in leadership roles have the opportunity attend a statewide conference annually that is sponsored by the Association.

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.

Employment Guidance Counselors, along with WIOA management, coordinate the use of WIOA training funds to maximize options for participants to attend credit and non-credit based training.

Contracts for training services and individual training accounts are not utilized in the Adult and Dislocated Worker Title I services. Clients work with Counselors to assess individual Training needs based on client career goals, past training history, assessment of basic skills and prerequisites or other requirements provided by training providers. Customers complete a training proposal which requires justification for training related to the job goal and research regarding the training providers that are offering the training. ETPL (State Employment and Training Provider List) lists are provided to customers to help inform customer choice. When a training provider has been selected jointly by client and counselor, WFS counselors send the institution a purchase order for payment of tuition and fees. The training provider invoices WFS.

Occasionally, a customized or incumbent worker training can be identified as best option to fill open positions for in-demand occupations or are necessary to avert a layoff. In those situations, the County, along with the employer customer, select a training provider from the County procurement department's approved training contractor list. This list has been developed from a thorough contract solicitation and vetting process.

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.

As required, a draft of the local plan is posted on the Ramsey County website, and a public notice that the draft plan is available is published, indicating the dates of the 30-day public comment period and the process to submit comments. All WIB members are notified that the plan is available for review and comment, which ensures that businesses, labor organizations, community organizations and other key stakeholders have the opportunity for review and comment. All comments received by the designated deadline are reviewed, considered, and if revisions to the plan are required, a modified plan will be forwarded to DEED. Local One-Stop partners, key stakeholders and community members assist in the development and review of the Local Plan.

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

All WDAs, public and nonprofit partners included, are using Workforce One (WF1) as the primary tool for capturing intake and case management. Participant goals, activities, progress, eligibility information and co-enrollment in programs can be tracked in this system. In 2021, DEED is launching Workforce One Connect, an app that will allow for information and document exchange between case managers and the residents in WIOA and Public Assistance Programs. Additionally, Public Assistance programs are able to view and share pertinent eligibility and contact information through the state Maxis system. A single integrated system for all Core Title programs comes with a longer term, complex and challenging planning process that would be coordinated across state, non-profit and other partners. Difficulty in achieving this has been offset through implementation of electronic program applications, strong referral and coordination efforts, and leveraging the expertise of core title partners to engage residents in connection to needed services. The One Stop Operator system will be implementing a referral guide and process through the work of an Outreach and Engagement Committee., Additionally, Ramsey County has created 5 Service Centers that provide access to Navigators, Financial Assistance Services, and staff assisted Career Labs where connections to workforce program intake and services can occur.

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?

As we think about the impacts of COVID-19 on Ramsey County, we must first recognize that our community is desiring an economy that is more than a recovery. The pre-COVID-19 economy did not work equitably for all in our community, and our WIB is prepared to reimagine and build back to better.

While the pandemic has impacted virtually all areas of the labor market in some way, the effects of the pandemic have fallen disproportionately on lower-paying service-providing sectors, people of color, women, and those with less educational attainment.

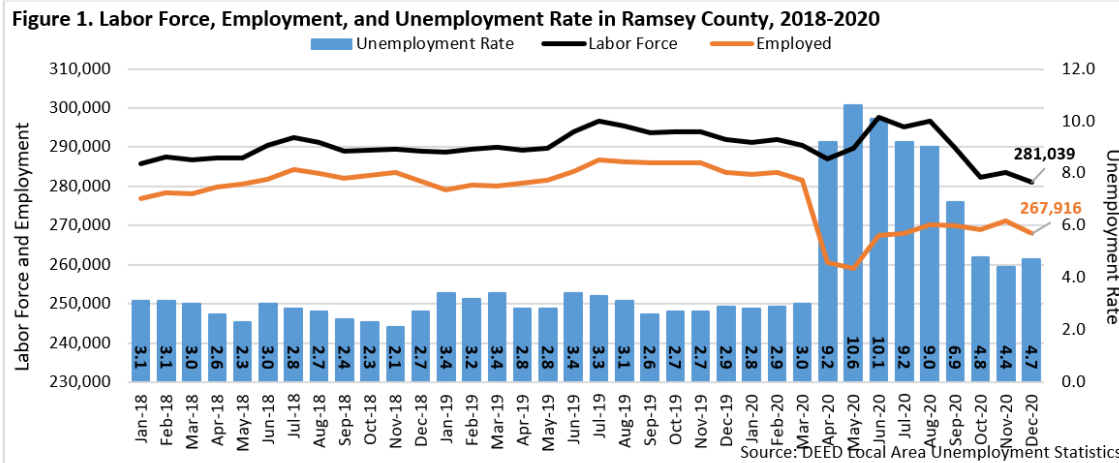
Unemployment Rates and Labor Force

Prior to the onset of COVID-19 in March of 2020, the unemployment rate in Ramsey County was 3.0%. This represented approximately 8,800 persons. Two months later in May, the unemployment rate in Ramsey County peaked at 10.6% (approximately 30,700 persons) before declining consistently through November to 4.4% (approximately 12,400 persons). Unemployment did rise slightly between November to December at 4.7% (approximately 13,100 persons).

The labor force size in both Ramsey County and the Seven-County Metro Area, which includes both employed and unemployed persons, fell significantly over the course of 2020. In Ramsey County, the labor force size fell from 291,966 in February to 281,039 in December, a decline of 3.7%. In the Metro Area, the labor force size fell from 1,735,645 in February to 1,667,820 in December, a decline of 3.9%.

Area	Annual 2020 Data				Monthly Unemployment Rate		
	Labor Force	Employment	Unemployment	Unemployment Rate	March 2020	May 2020	December 2020
Ramsey County	289,745	270,946	18,798	6.5%	3.0%	10.6%	4.7%
Metro Area	1,715,402	1,611,982	103,420	6.0%	2.9%	10.1%	4.4%
Minnesota	3,075,445	2,896,636	178,808	5.8%	3.5%	9.4%	4.6%
United States	160,742,333	147,794,750	12,947,583	8.1%	4.5%	13.0%	6.5%

Source: DEED Local Area Unemployment Statistics (LAUS)
Not Seasonally-Adjusted



Labor force statistics provided by the U.S. Census Bureau's American Community Survey (ACS), while not up to date through 2020, can provide for an indication of how labor force participation and unemployment differs by various demographics.

Table 2. Ramsey County Employment Characteristics, 2019					
	Ramsey County			Minnesota	
	In Labor Force	Labor Force Partic. Rate	Unemployment Rate	Labor Force Partic. Rate	Unemployment Rate
Total Labor Force	296,643	68.9%	4.5%	69.7%	3.6%
16 to 19 years	14,094	49.8%	15.5%	53.2%	11.0%
20 to 24 years	32,143	82.2%	6.9%	84.6%	6.0%
25 to 29 years	41,736	88.4%	4.8%	89.1%	3.9%
30 to 34 years	37,632	86.8%	4.0%	88.5%	3.2%
35 to 44 years	57,274	85.9%	3.3%	88.8%	2.8%
45 to 54 years	52,805	84.7%	2.8%	87.6%	2.7%
55 to 59 years	27,078	77.3%	3.7%	80.9%	2.9%
60 to 64 years	19,705	62.0%	3.1%	64.3%	2.6%
65 to 74 years	12,448	28.1%	3.2%	27.9%	2.2%
75 years and over	1,946	6.0%	4.4%	6.6%	2.4%
Employment Characteristics by Race & Hispanic Origin					
White	210,450	68.8%	3.5%	67.2%	3.0%
Black or African American	32,175	71.0%	8.3%	65.1%	8.8%
American Indian & Alaska Native	1,626	63.0%	9.7%	51.5%	12.6%
Asian or Other Pac. Islanders	37,222	66.6%	5.8%	68.1%	4.3%
Some Other Race	6,426	77.3%	5.5%	73.0%	6.1%
Two or More Races	8,916	70.9%	7.9%	68.1%	7.4%
Hispanic or Latino	20,714	75.9%	5.9%	71.7%	6.1%
Employment Characteristics by Poverty Level					
Below Poverty Level	20,697	51.5%	16.2%	54.9%	16.2%
At or Above the Poverty Level	245,270	87.2%	2.9%	88.1%	2.5%
Employment Characteristics by Disability					
With Any Disability	15,867	47.9%	9.9%	53.0%	8.6%
Employment Characteristics by Educational Attainment					
Population, 25 to 64 years	236,280	82.5%	3.6%	84.5%	3.0%
Less than H.S. Diploma	13,602	59.7%	7.1%	66.3%	8.3%
H.S. Diploma or Equivalent	41,015	75.6%	4.8%	78.5%	4.2%
Some College or Assoc. Degree	66,738	83.6%	4.0%	85.3%	3.0%
Bachelor's Degree or Higher	111,832	89.8%	2.3%	90.0%	1.7%
Source: 2015-2019 American Community Survey (ACS) 5-Year Estimates					

According to the most recent 2015-2019 ACS 5-year estimates, the overall unemployment rate in Ramsey County was 4.5%. Unemployment rates differed significantly by race and ethnicity. For example, the unemployment rate for the county's Black or African American population, at 8.3%, was nearly twice as high as the overall unemployment rate. If going by historical differences in unemployment rates since 2010, the unemployment rates by race and ethnicity in Ramsey County during annual 2020 are as such:

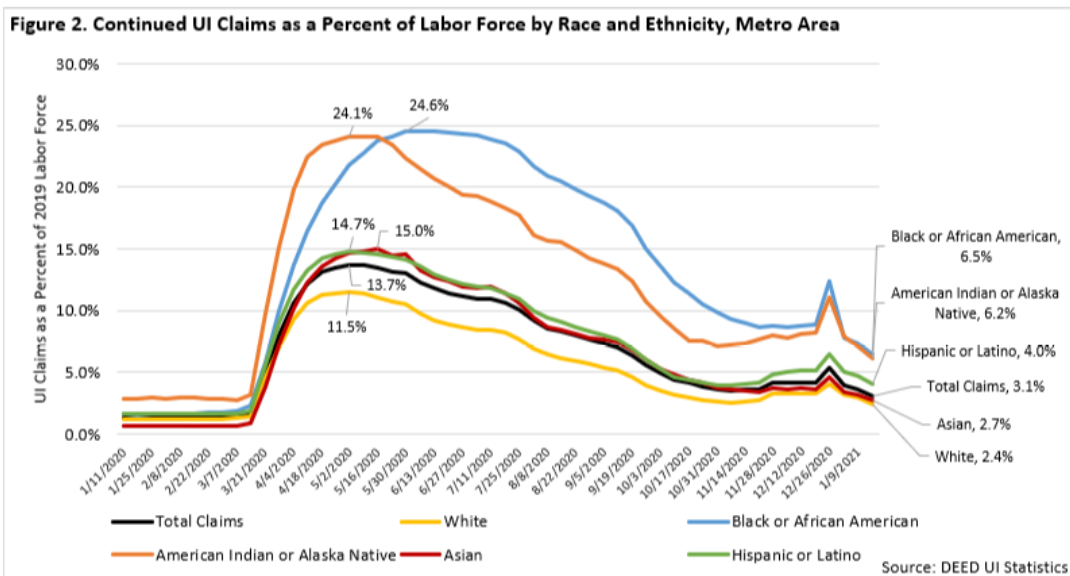
- Overall: 6.5%
- White: 4.9%
- Black or African American: 14.1%
- American Indian or Alaska Native: 14.1%
- Asian or Other Pacific Islander: 8.1%
- Some other Race: 9.2%
- Two or More Races: 14.0%
- Hispanic or Latino: 9.3%

These rates were likely higher during May 2020, when unemployment spiked at 10.6% in Ramsey County. This is also likely, as a higher share of populations of color and those with Hispanic or Latino origins are employed in those industries most-impacted

by COVID-19, including Accommodation and Food Services, Other Services, Retail Trade, and Health Care and Social Assistance.

Unemployment Insurance Claims

DEED Unemployment Insurance (UI) Statistics detail demographic characteristics of initial and continued claims for UI, as well as total applications for UI benefits. Demographics for continued UI claims are available at the state and regional levels. This data reveals how workers of color have filed continued UI claims at higher rates than white workers. In the Metro Area during April and May, the number of UI claims as a share of the labor force peaked at 24.6% for Black or African American workers, 24.1% for American Indian or Alaska Native workers, 15.0% for Asian workers, and 14.7% for Hispanic or Latino workers. In other words, anywhere from one-seventh to one-fourth of workers of color had filed continued UI claims over a single week early in the COVID-19 crisis. By comparison, the share of the white labor force that filed continued claims peaked at 11.5%. Through early 2021 the number of claims has dropped for all races and ethnicities, yet both Black or African American workers and American Indian or Alaska Native workers remain nearly three times as likely to be filing continued claims as white workers in the region.



Monthly claims statistics show similar trends. As of December 2020, initial UI claims in the Metro Area were up from the previous year by 587% for Asian workers, 384% for Black or African American workers, 246% for Hispanic or Latino workers, 218% for American Indian or Alaska Native workers, and 176% for white workers. Total continued claims in December 2020 were nearly four times higher than what they were in December 2019. The greatest increases in continued UI claims over the year were for Asian workers (+546%) and Black or African American workers (+536%).

During Annual 2020, 1,407,865 continued UI claims were filed in the Metro Area. This was up 602% from the 200,690 such claims filed in 2019. The industries with the greatest shares of total continued claims were Accommodation and Food Services (17.5%), Health Care and Social Assistance (13.7%), Retail Trade (11.1%),

Administrative and Support Services (7.8%), and Manufacturing (7.2%). In terms of occupational groups, total share of continued claims in 2020 were led by Food Preparation and Serving (17.5%), Sales (10.6%), Office and Administrative Support (8.3%), Management (5.9%), Construction (5.5%), Transportation and Material Moving (5.3%), Healthcare Support (5.0%), and Production (4.8%).

Between March 16th, 2020, and January 21st, 2021, there were a total of 117,662 applications for UI benefits in Ramsey County. These applications have been disproportionately among workers 20 to 44 years old, among those with less educational attainment, and among population of color. For example, where those workers 20 to 44 years make up an estimated 56.8% of Ramsey County's total labor force, they have made up approximately 65.0% of the county's total UI applications since March 16th, 2020. In terms of educational attainment, those with less than a bachelor's degree make up an estimated 53.0% of Ramsey County's total labor force, but approximately 75.0% of UI applications. Zooming in, those with a high school diploma or equivalent make up an estimated 17.5% of Ramsey County's total labor force, but approximately 33.1% of UI applications. Finally, populations of color make up an estimated 33.3% of Ramsey County's total labor force but have accounted for approximately 49.8% of the county's total UI applications since March 16th, 2020.

Risk of Long-Term Unemployment:

DEED's Profile of Risk of Long-Term Unemployment helps to identify which types of workers and sectors could be at higher risk of prolonged unemployment since the beginning of the coronavirus pandemic in early 2020. In Minnesota, the share of women claimants was larger relative to the share of women in the labor force and the average number of weeks on UI for women was larger than for men.

Figure 3, Risk for Long Term Unemployment by Demographic, Minnesota, 2020

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%		
Education	65 and above	5.3%	5.7%	16.2	34.8%	7.9%		
	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%		
Disability	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%		
	With a disability	3.6%	5.6%	15.9	35.2%	10.7%		
Residence	Without a disability	96.4%	94.4%	13.1	23.9%	6.5%		
	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

By race and ethnicity, Black or African American workers were more than twice as likely as White workers to file for unemployment and more than 45% continued to file claims after October 3rd, more than 6 months into the pandemic. Black or African American Workers had the highest average number of weeks (16.8) filing unemployment claims and the largest share of workers that were permanently separated, at 10.5%. American Indian workers had the second highest average number of weeks on UI (15.6) and 8.2% were permanently separated at some point since March 15. Mixed race workers were also more likely to file claims for more weeks than average and 8.2% of those that were unemployed at any point were permanently separated. White workers, relative to their representation in the labor force, were least likely to have filed claims, had the fewest number of average weeks on UI, and the smallest share continuing to file after October 3, 2020.

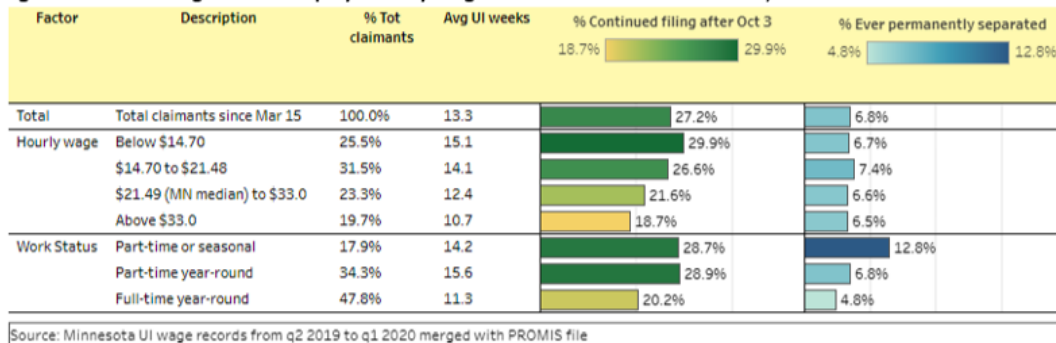
By age, the youngest workers were the most likely to be unemployed, but the oldest workers were on UI for the longest average number of weeks, and the most likely to still be filing after October 3.

By education, those workers with less than a high school diploma had the longest average stretch filing for UI and were most likely be filing after October 3rd. Workers

with a high school degree or equivalent were the most likely to file for UI and tied with those with Masters degrees for the largest share of workers permanently separated.

Disability also appeared to be a strong indicator of longer-term and permanent unemployment.

Figure 4. Risk for Long Term Unemployment by Wage and Work Status in Minnesota, 2020



Workers with wages under \$14.70, on average, had longer periods on UI and were more likely to still be filing after October 3rd, when compared to higher wage workers. All wage groups were roughly equally likely to be permanently separated. Part-time workers were also more likely to be unemployed for longer than full-time workers.

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.

Almost immediately after the county board declared a state of emergency due to COVID-19 in March 2020, the WIB pivoted their efforts. The Executive Committee of the WIB doubled their number of meeting throughout the year and launched as a COVID Recovery Task Force. Their work focused on ensuring service delivery was optimized due to the pandemic and also tracked labor market information closely.

The WIB leveraged partnerships with DEED and RealTime Talent to ensure we were understanding industry and job seeker impacts. A series of COVID-19 impact reports were created that focused on specific geographical areas of Ramsey County. In addition, we heard from other organizations tracking the disproportionate impacts of COVID-19 such as Minnesota Compass. We listened the varying needs and responses of WIB members including those representing the healthcare and hospitality industries.

The county community engagement efforts helped to provide WFS with an understanding of the needs of residents. In addition, WFS had the opportunity to hear from many stakeholder organizations who represent a variety of COVID-19 impacted residents such as non-profits represented on our board and committees as well as organizations like the Suburban Ramsey Family Collaborative and our city partners.

Ramsey County committed significant CARES Act dollars to mitigate the employment impacts of COVID-19. Through those efforts, WFS contracted with almost 90 community-based organizations representing a diverse array of communities who were impacted by COVID-19. Organization providing CARES funded services shared their experiences to the WIB. Also during this time in 2020, WFS hosted one community town hall on workforce issues, a youth and young adult convening where young people shared of their experiences, and also a county board and youth conversation.

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.

Addressing disparities is one of the key priorities of the work of the WIB. The WIB recently launched an Equity Committee to ensure that we are aligning and intensifying efforts to support employers who strive to improve inclusivity in their hiring and retention efforts. In addition, both the Youth Committee and Policy and Oversight Committee have developed dashboards that are reviewed each meeting. Up to date program dashboards illustrate who is being served demographically and spotlights demographic program outcomes. Keeping data front and center is critical. In addition, the WIB has recently proactively adopted priority of service policies for both WIOA Adult and Dislocated Worker programs to ensure that in times of limited resources and heightened demand, those with the most barriers are being served.

The Minnesota Association of Workforce Board has been increasing its advocacy and support for local boards around equity as well. Best practices from around the state are being shared regarding recruitment strategies to ensure that different populations are aware of the services. Better communicating and sharing of workforce programs to disconnected job seekers continues to be a sustained effort of the WIB. The Partnership and Outreach Committee has several strategies to ensure more refined and targeted messaging is getting out to diverse job seekers. We have recently done a communications audit with expertise from committee members and have increased our use of video as well as multi-lingual outreach.

Recently, the WIB created an Equity Committee which has championed trainings for board members. In addition, the group is working with the Center for Economic Inclusion to develop tools and promising practices for inclusive employers.

It is critical that those providing workforce services in Ramsey County reflect the community which we serve. This effort is done through a multi-pronged strategy.

- We actively recruit for roles through a diverse network of partners. Our county places a strong priority on inclusive hiring well beyond the workforce department. These efforts are measured annually with accountability and transparency provided on our county Open Data Portal and our annual Workforce Statistics Report. Most recently, the county prioritized a new position to focus on Public Career Pathways which is a collaborative partnership between the Human Resources Department, the county's office of Policy and Planning and WFS.
- We work closely with community-based organizations to deliver services as vendors and subrecipients. Many of these organizations are culturally specific and they have strong representation of the populations they are most aligned to serve.
- Our department aligns with the larger county efforts on race and health equity. The county has a team of Race and Health Equity Administrators that provide support to a county wide and service team level leaders to advance priorities on disparity reduction. WFS is active in efforts such as Saint Paul Indians in Action and also a county strategic priority known as Transforming Systems Together.

Another critical area is ensuring inclusion in the operation of services. COVID-19 has highlighted the deep divide within our community when it comes to tech equity. With so many services and programs requiring use of technology, we recognize the gaps for services when it comes to having the necessary equipment, connectivity and digital literacy in order to be able to fully access workforce services. The digital divide that we have in Ramsey County is a high priority for the WIB. As a response to

COVID-19, the board established a new Tech Committee. The purpose was to ensure that issues of tech equity are prioritized and to recognize the need to align resources to ensure we are supporting the evolving jobs of the future which all require some degree of tech skills. As we have supported a variety of sector-based training cohorts this past year, the support needed around digital literacy has become increasingly apparent. WFS continues to partner with Minnesota Literacy, Adult Basic Education and other partners to help close the tech gap for program participants.

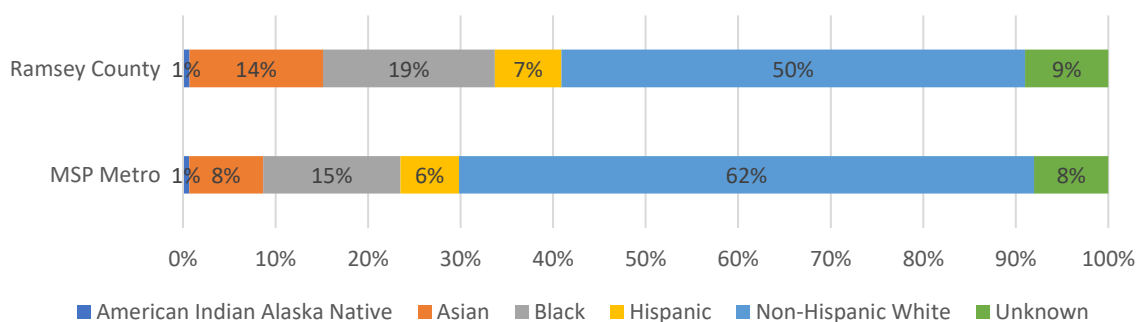
While WFS and our partners evolved to new models of virtual service delivery, we have ensured that employment services are available both in person (when allowable and safe) and by providing services by phone. Through county provided CARES Act funding, WFS, in partnership with county locations and the Saint Paul Public Libraries, opened Community Career Labs to provide online job search tools, referrals to training programs, access to virtual job fairs, career planning information and more. Customer data tracking during COVID-19 indicates a significant portion of those using in person services are people of color in Ramsey County.

Unemployment Insurance Applicants by Race and Ethnicity

Between March 16, 2020 and February 3, 2021 there were 120,578 total applications made for UI in Ramsey County, accounting for 17.6% of all applications in the MSP Metro Area. Ramsey County has a higher cumulative share of UI applicants identifying as Asian and as Black since March 2020 than observed across all seven counties in the MSP Metro Area as a whole. Ramsey County has a lower percent of UI applicants identifying as Non-Hispanic White cumulatively since March 2020 than the MSP Metro Area.

Black workers represented 11% of the overall employed population in Ramsey County prior to the pandemic but represent about 19% of the UI applicants. The share of Asian workers in Ramsey County (13%) is comparable to Ramsey County UI applicants (14%). Non-Hispanic White workers represent 73% of the Ramsey County workforce and just 50% of UI applicants.

**Percent of Cumulative UI Applications by Race and Ethnicity, Ramsey County and MSP Metro
March 16, 2020 – February 3, 2021**



Population	Ramsey County			MSP 7-County Metro		
	UI Application Counts ¹	% of UI Applicants	% of Total Employed ²	UI Application Counts ¹	% of UI Applicants	% of Total Employed ²
American Indian Alaska Native	875	0.7%	0.6%	4,554	0.7%	0.5%
Asian	17,388	14.4%	12.7%	54,775	8.0%	7.3%
Black	22,459	18.6%	10.6%	101,471	14.8%	8.3%
Hispanic	8,696	7.2%	7.0%	43,379	6.3%	5.8%

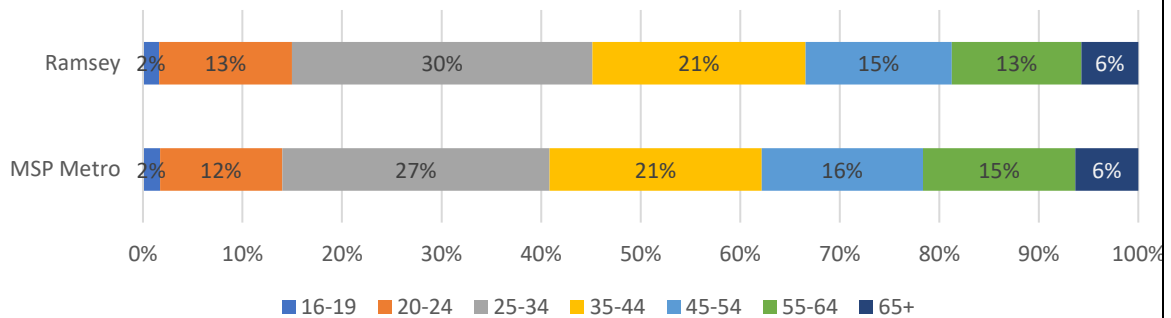
Non-Hispanic White	60,540	50.2%	73.2%	425,307	62.1%	81.4%
Unknown	10,620	8.8%	--	55,719	8.1%	--
All	120,578	100%	277,359	685,205	100%	1,657,175

SOURCE: 1. DEED Unemployment Insurance Claims Statistics, updated February 3rd & 2. 2014-2018 American Community Survey (ACS) 5-Year Estimates

Unemployment Insurance Applicants by Age

Ramsey County has a higher share of UI applicants between the ages of 25 to 34 years old cumulatively since March 2020 than observed in the MSP Metro Area as a whole. The county has a lower percentage of 55 to 64-year-old UI applicants cumulatively since March 2020 in the MSP Metro Area. By age group, people employed in Ramsey County between the ages of 20 and 44 years and 65 and older had their careers disproportionately negatively impacted by COVID-19, applying for UI at higher rates than expected based on the overall share of workers they represent.

Percentage of Cumulative UI Applications by Age, Ramsey County and MSP Metro, March 16, 2020 – February 3, 2021



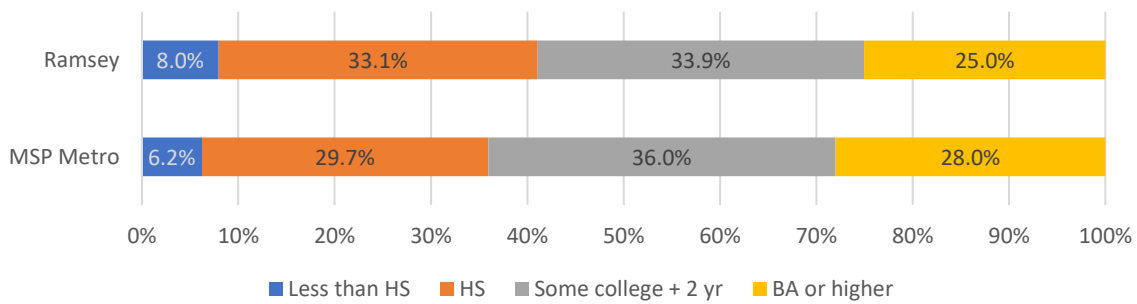
Age Group	Ramsey County			MSP 7-County Metro		
	UI Application Counts	% of Applicants ¹	% of Total Employed ²	UI Application Counts	% of Applicants ¹	% of Total Employed ²
16 to 19 years	1,971	1.6%	4.3%	11,701	1.7%	4.0%
20 to 24 years	16,096	13.3%	10.9%	84,289	12.3%	9.0%
25 to 34 years	36,383	30.2%	26.5%	183,980	26.9%	23.8%
35 to 44 years	25,835	21.4%	19.1%	146,072	21.3%	20.7%
45 to 54 years	17,706	14.7%	18.5%	110,972	16.2%	21.0%
55 to 64 years	15,711	13.0%	16.0%	104,918	15.3%	16.8%
65+	6,876	5.7%	4.7%	43,273	6.3%	4.6%
All ages	120,578	100%	277,359	685,205	100%	1,657,175

SOURCE: 1. DEED Unemployment Insurance Claims Statistics, updated February 3rd 2. 2014-2018 American Community Survey (ACS) 5-Year Estimates

Unemployment Insurance Applicants by Educational Attainment

Ramsey County has a higher share of UI applicants with lower educational attainment (less than a High School Diploma, a High School Diploma, or Some College or Associate Degree) cumulatively since March 2020 than the MSP Metro Area during the same period.

Percentage of Cumulative UI Applications by Educational Attainment, Ramsey County and MSP Metro, March 16, 2020 – February 3, 2021

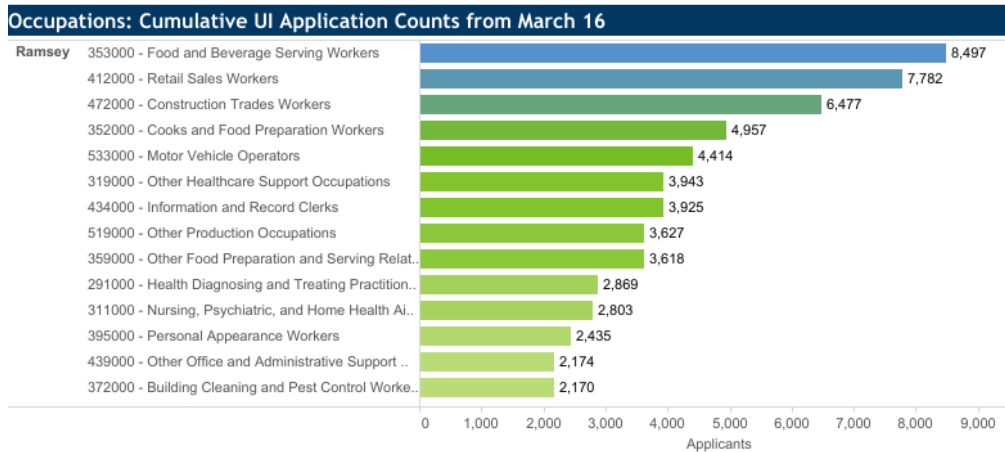


Educational Attainment	Ramsey County			MSP 7-County Metro		
	UI Application Counts	% of UI Applicants ¹	% of Total Employed ²	UI Application Counts	% of UI Applicants ¹	% of Total Employed ²
Less than H.S. Diploma	9,610	8.0%	7.4%	42,601	6.2%	5.4%
H.S. Diploma or Equivalent	39,900	33.1%	19.7%	203,698	29.7%	18.5%
Some College or Assoc. Degree	40,883	33.9%	26.8%	247,014	36.0%	28.3%
Bachelor's Degree or Higher	30,185	25.0%	46.1%	191,892	28.0%	47.8%
All employed	120,578	100%	277,359	685,205	100%	1,657,175

SOURCE: 1. DEED Unemployment Insurance Claims Statistics, updated February 3, 2021 2. 2014-2018 American Community Survey (ACS) 5-Year Estimates

Unemployment Insurance Applicants by Occupations

The top twenty occupations by volume of UI applicants in Ramsey County listed below represent 67% of the 106,528 UI applications linked to specific occupations initiated since the beginning of the COVID-19 pandemic and 51% of total 2020Q1 employment in Ramsey County (there were 121,819 total applications, including those not linked to a specific occupation). Food and Beverage Serving Workers and Retail Sales Workers had the most applicants for UI in Ramsey County since March 2020, representing over 15% of all applications. Both occupation groups are in the top ten percent of occupations by volume in Ramsey County, representing about 8.8% of all local jobs together.



SOURCE: DEED Unemployment Insurance Claims, updated February 12, 2021

Unemployment Insurance Applicants by Top 20 Occupations Requesting Insurance in Ramsey County from March 16, 2020 - February 12, 2021, and 2020Q1 Employment

SOC	Occupation Group	Unempl. Insurance Applicants in Ramsey County ¹	% of Total Applicants in Ramsey County	2020Q1 Employment in Ramsey County	% of Total 2020Q1 Employment in Ramsey County
353	Food and Beverage Serving Workers	8,497	8.0%	15,781	4.5%
412	Retail Sales Workers	7,782	7.3%	15,053	4.3%
472	Construction Trades Workers	6,477	6.1%	8,639	2.5%
352	Cooks and Food Preparation Workers	4,957	4.7%	5,894	1.7%
533	Motor Vehicle Operators	4,414	4.1%	8,373	2.4%
319	Other Healthcare Support Occupations	3,943	3.7%	3,320	0.9%
434	Information and Record Clerks	3,925	3.7%	14,288	4.1%
519	Other Production Occupations	3,627	3.4%	5,351	1.5%
359	Other Food Preparation and Serving Related Workers	3,618	3.4%	2,380	0.7%
291	Health Diagnosing and Treating Practitioners	2,869	2.7%	14,894	4.2%
311	Nursing, Psychiatric, and Home Health Aides	2,803	2.6%	20,552	5.8%
395	Personal Appearance Workers	2,435	2.3%	1,659	0.5%
439	Other Office and Administrative Support Workers	2,174	2.0%	9,119	2.6%
372	Building Cleaning and Pest Control Workers	2,170	2.0%	8,327	2.4%
399	Other Personal Care and Service Workers	2,141	2.0%	5,184	1.5%
259	Other Education, Training, and Library Occupations	2,022	1.9%	4,808	1.4%
119	Other Management Occupations	2,009	1.9%	8,435	2.4%
292	Health Technologists and Technicians	1,798	1.7%	7,264	2.1%
151	Computer Occupations	1,660	1.6%	11,651	3.3%
252	Preschool, Primary, Secondary, and Special Education Teachers	1,572	1.5%	8,300	2.4%
	Total – Top 20 Occupations	70,893	66.5%	179,272	51.0%
	Total – All Occupations	106,528*	100%	351,392	100.0%

SOURCE: 1. DEED Unemployment Insurance Claims Statistics, updated February 12, 2021. Total applications, including those not linked to a specific occupation: 121,819. 2. 2014-2018 American Community Survey (ACS) 5-Year Estimates. *Fields marked in orange are in the top ten percent of occupations by volume.

Reskilling Opportunity: Low-Demand, High-Unemployment Occupations in Ramsey County

In this section, low-demand, high-unemployment occupations are defined as having 1) 9% or higher unemployment rates as of 2020Q3, 2) forecasted talent surplus through 2023, and 3) low job posting volumes. In Ramsey County, there were 32 occupations (at the 5-digit SOC level) with unemployment of 9% or higher as of 2020Q3, anticipated talent surpluses each year over the next three years, and lower than average local job posting activity in 2020 compared to 2019. Cumulative employment across these occupations as of the third quarter of 2020 was 36,301 in Ramsey County, with an estimated unemployment rate of about 12.7%.

Employment Statistics of Low-Demand, High-Unemployment Occupations in Ramsey County, 2020Q3

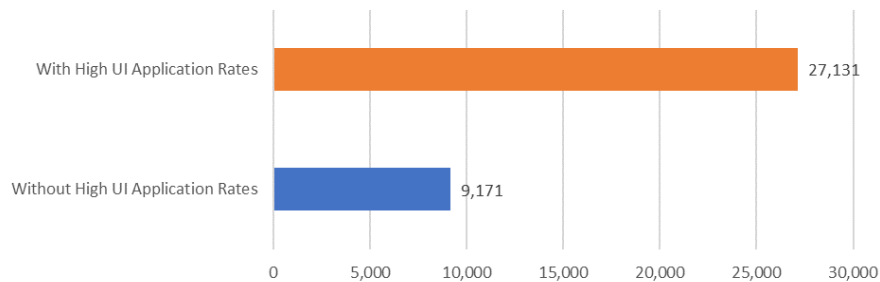
	2020Q3 Empl	Mean Wages	LQ	Unempl	Unempl Rate	Total 5-Year Demand	Ann Gro
Opportunity Occupations	36,301	\$35,400	0.9	5,353	12.7%	34,630	2.0
All Occupations	334,772	\$60,300	1.0	17,722	6.0%	204,662	0.8

SOURCE: JobsEQ analysis of data from the Bureau of Labor Statistics, 2020Q3. Talent surplus data indicates annual excess of workers possible under 2020Q3 talent supply/demand conditions in Ramsey County.

The majority of these occupations saw dramatic spikes in unemployment between 2020Q1 and 2020Q3, aligning with 6 of the top 20 occupation groups that saw high rates of applications for UI in 2020. About 44% of occupations with an estimated unemployment of 9% or higher did not see increased UI application rates since March 2020; for many of these occupations, unemployment was already high prior to the COVID-19 pandemic or have low employment numbers in Ramsey County.

Ramsey County workers employed in occupations that meet the definition for low-demand and high-unemployment and have experienced a spike in unemployment due to COVID-19 are highly vulnerable to job displacement and should be a priority for reskilling efforts. The occupations that have consistently seen higher unemployment rates often require specialized skills that may not be generally transferrable. Ramsey County workers employed in these occupations may need more individualized employment strategies.

Volume of Talent in Low-Demand, High-Unemployment Occupations with and without High UI Application Rates, March 16, 2020 – February 12, 2021



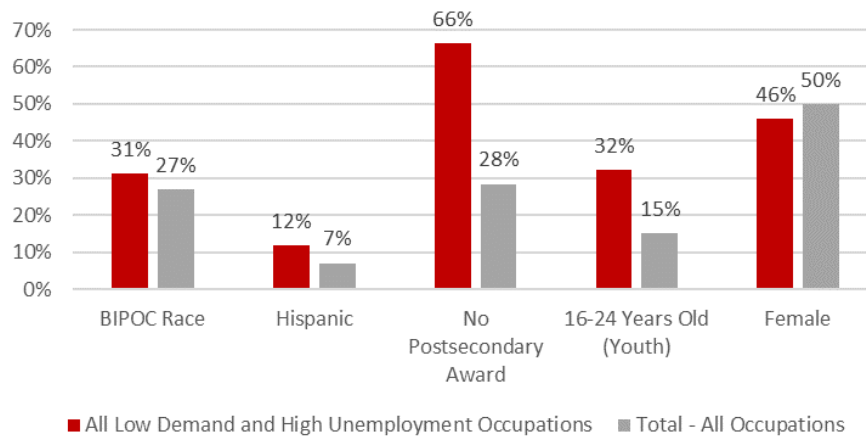
Low-Demand, High-Unemployment Occupations with High UI Application Rates, March 16, 2020 – February 12, 2021	Low-Demand, High-Unemployment Occupations without High UI Application Rates, March 16, 2020 – February 12, 2021
Total Employment: 27,131	Total Employment: 9,171
Cooks and Food Preparation Workers (SOC 352) <ul style="list-style-type: none"> Cooks Food and Beverage Serving Workers (SOC 353) <ul style="list-style-type: none"> Fast Food and Counter Workers Waiters and Waitresses Bartenders Food Servers, Non-restaurant Other Food Preparation and Serving Related Workers (SOC 359) <ul style="list-style-type: none"> Dishwashers Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop Dining Room and Cafeteria Attendants and Bartender Helpers Personal Appearance Workers (SOC 395)	Textile, Apparel, and Furnishings Workers (SOC 516) <ul style="list-style-type: none"> Pressers, Textile, Garment, and Related Materials Miscellaneous Textile, Apparel, and Furnishings Workers Woodworkers (SOC 517) <ul style="list-style-type: none"> Woodworking Machine Setters, Operators, and Tenders Tour and Travel Guides (SOC 397) <ul style="list-style-type: none"> Tour and Travel Guides Other Sales and Related Workers (SOC 419) <ul style="list-style-type: none"> Telemarketers Food Processing Workers (SOC 513) <ul style="list-style-type: none"> Bakers Entertainment Attendants and Related Workers (SOC 393)

- Miscellaneous Personal Appearance Workers
- **Other Personal Care and Service Workers (SOC 399)**
- Childcare Workers
- Recreation and Fitness Workers
- **Construction Trades Workers (SOC 472)**
- Construction Laborers
- Construction Equipment Operators
- Painters and Paperhangers
- Cement Masons, Concrete Finishers, and Terrazzo Workers
- Brickmasons, Blockmasons, and Stonemasons
- Roofers
- Insulation Workers

- Miscellaneous Entertainment Attendants and Related Workers
- Ushers, Lobby Attendants, and Ticket Takers
- **Entertainers and Performers, Sports and Related Workers (SOC 272)**
- Athletes, Coaches, Umpires, and Related Workers
- Musicians, Singers, and Related Workers
- Actors, Producers, and Directors
- **Assemblers and Fabricators (SOC 512)**
- Miscellaneous Assemblers and Fabricators
- **Other Teachers and Instructors (SOC 253)**
- Self-Enrichment Teachers
- **Grounds Maintenance Workers (SOC 373)**
- Grounds Maintenance Workers

Demographically, a higher share of youth, women, and people of color hold these occupations with significantly high rates of unemployment and forecasted low demand. Talent that recently lost their jobs in these careers should be some of the first targeted for reskilling and reemployment in emerging career paths.

Characteristics of Talent in Low-Demand, High-Unemployment Occupations in Ramsey County, 2020Q3

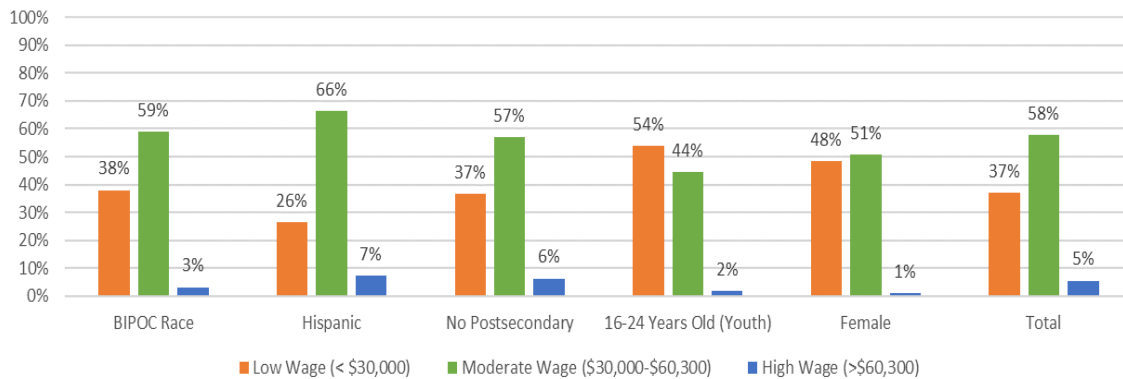


		Characteristics					
		BIPOC Race	Hispanic	No Post-secondary Award	16-24 Years Old (Youth)	Female	Total
Percent	Low-Demand, High-Unemployment Occupations	31%	12%	66%	32%	46%	100%
Percent	Total - All Occupations	27%	7%	28%	15%	50%	100%
Count	Low-Demand, High-Unemployment Occupations	11,470	4,348	24,480	11,885	16,990	36,301
Count	Total - All Occupations	74,356	19,553	122,006	41,989	138,250	334,772

SOURCE: JobsEQ analysis of data from the US Census Bureau ACS 2014-2018 5 year estimates and Bureau of Labor Statistics, 2020Q3, by place of residence. *Fields marked in yellow indicate overrepresentation compared to overall share of employment in Ramsey County.

Of the low-demand, high-unemployment occupations, 37% are low wage, 58% pay a moderate wage, and 5% are high wage. The majority of all talent in low-demand, high-unemployment occupations, in all population subgroups, earn a moderate wage (\$30,000- \$60,300), except for workers ages 16 to 24 years old, of which 54% are making a low wage (less than \$30,000). Talent identifying as female and workers ages 16 to 24 years old have a higher portion of workers earning a low wage (48%) than talent in low-demand occupations in Ramsey County overall (37%).

Wage Level Distribution by Talent Characteristics in Low-Demand, High-Unemployment Occupations in Ramsey County, 2020Q3



	BIPOC Race	Hispanic	No Post-secondary Award	16-24 Years Old (Youth)	Female	Total – All Groups
Low Wage (under \$30,000)	4,360	1,149	8,966	6,399	8,223	13,627
	38%	26%	37%	54%	48%	37%
Moderate Wage (\$30,000-\$60,300)	6,748	2,888	13,979	5,286	8,606	21,290
	59%	66%	57%	44%	51%	58%
High Wage (over \$60,300)	362	310	1,536	200	160	2,018
	3%	7%	6%	2%	1%	5%
All Low-Demand and High-Unemployment Occupations	11,471	4,348	24,481	11,885	16,990	36,934

SOURCE: JobsEQ analysis of data from the US Census Bureau ACS 2014-2018 5-year estimates and Bureau of Labor Statistics, 2020Q3, by place of residence.

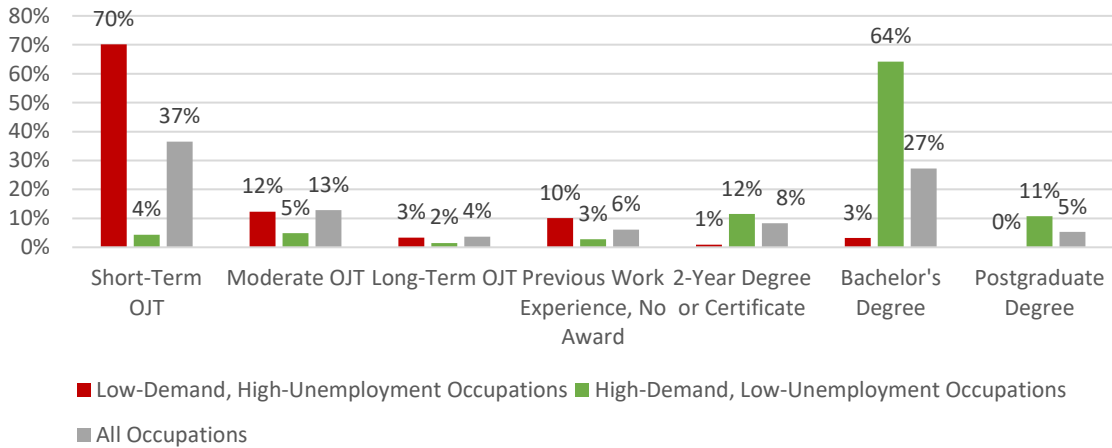
Target Opportunities: High-Demand, Low-Unemployment Occupations in Ramsey County

This section defines high-demand, low-unemployment occupations as those positions that 1) had unemployment rates at or below 4% as of 2020Q3, and 2) forecasting talent shortages through 2023. Consideration was also given to occupations seeing higher than typical volumes of job postings in 2020 compared to prior years. Despite the complex and intense impacts of the pandemic on the local economy, some occupations have continued to be in high demand in Ramsey County throughout 2020. In all, 93 occupations (at the 5-digit SOC level) had unemployment rates at just 4% rates or lower as of 2020Q3 and are anticipated to see a shortage of talent over the next three years. Of these, 28 also saw higher than typical volumes of job postings in 2020.

All of the target opportunities in high demand and low unemployment also fit criteria for high-skill and high-wage thresholds. None of the occupations identified approach Federal Poverty Rates, and 68 of the occupations pay more than the county’s average annual wage (\$60,300). The average wage across all of these low-unemployment, high-shortage occupations is \$89,000 per year. Three-quarters (75%) of the occupations require a bachelor’s degree or higher—in stark contrast to

the high unemployment occupations for which only 3% typically require a Bachelor's degree or higher. The significant gap between the requirements of jobs that are in low demand and those in high demand indicates how critical rapid reskilling and linkages to postsecondary education will be for reemployment in stable careers.

Comparison of Typical Education Requirements for Occupation Groups in Ramsey County, 2020Q3



SOURCE: JobsEQ analysis of data from the Bureau of Labor Statistics, 2020Q3. Talent gap data indicates annual shortage possible under 2020Q3 talent supply/demand conditions in Ramsey County.

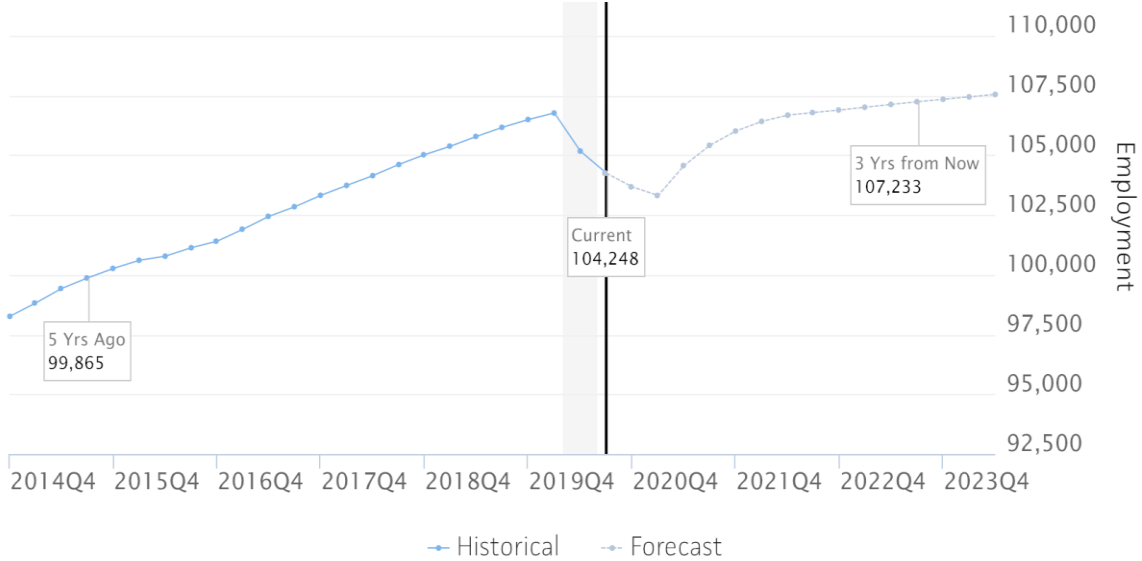
Many of the high-demand, low-unemployment occupations are also more highly concentrated in Ramsey County than in a typical county of its size and population, with the average Location Quotient for these 93 target opportunities being 1.28. Cumulatively, these 93 occupations could see a total shortage of 1,533 skilled workers in the County as soon as 2023.

Employment Statistics of High-Demand, Low-Unemployment Occupations in Ramsey County, 2020Q3

	2020Q3 Empl	Mean Wages	LQ	Unempl	Unempl Rate	Total 5-Year Demand	Ann % Growth	Ann Talent Gap
Target Occupations	104,248	\$89,000	1.2	1,898	2.3%	47,103	0.7%	-511
All Occupations	334,772	\$60,300	1.0	17,722	6.0%	204,662	0.8%	

SOURCE: JobsEQ analysis of data from the Bureau of Labor Statistics, 2020Q3. Talent gap data indicates annual shortage possible under 2020Q3 talent supply/demand conditions in Ramsey County.

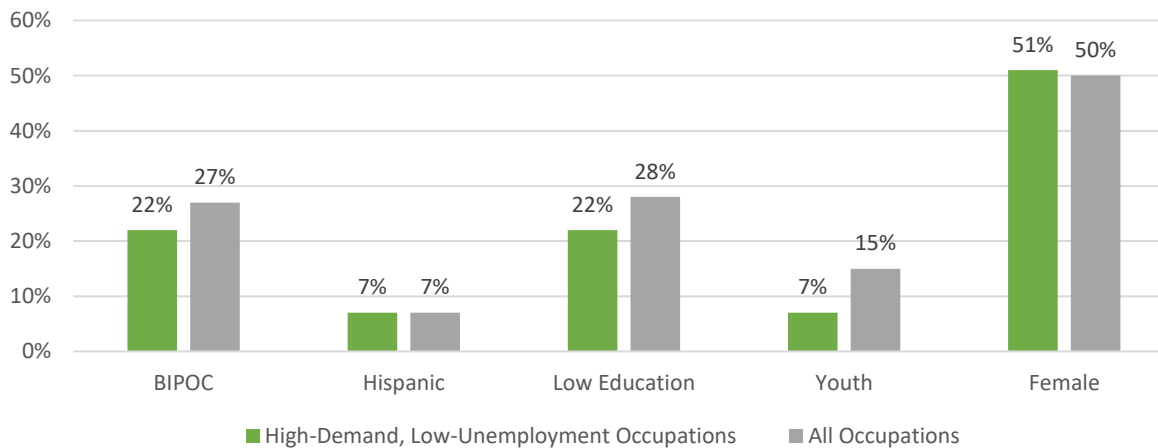
High-Demand, Low-Unemployment Occupation Forecast, Ramsey County



Source: JobsEQ®, Data as of 2020Q3, The shaded areas of the graph represent national recessions.

In contrast to the opportunity occupations outlined in the previous section, the high-demand and low-unemployment target occupations have fewer youth employed, a lower share of BIPOC talent, and a higher share of talent with some form of postsecondary award.

Characteristics of Talent in High-Demand, Low-Unemployment Occupations in Ramsey County, 2020Q3



SOURCE: JobsEQ analysis of data from the US Census Bureau ACS 2014-2018 5 year estimates and Bureau of Labor Statistics, 2020Q3, by place of residence.

In an analysis of the 93 top occupations for skillsets and education levels close in relationship to local occupations that are experiencing low demand and high unemployment in Ramsey County, 30 occupations, representing about 46,000 people employed in 2020Q3, were identified as best-positioned for reskilling program development based on 1) related skillsets to low-demand occupations, 2) accessibility through training and shorter education pathways, and 3) high wage-

earning potential. These target occupations with skill overlap account for about 23,000 job openings over the next three years (out of a total of 204,662 in Ramsey County overall) and a possible talent shortage of at least 513 workers if left unaddressed. Detailed demographics on these top 30 occupations can be found in the attached table.

Top 30 Target Occupations for Ramsey County Workforce Strategy (High-Demand, Low-Unemployment, High-Skill, High-Wage)

Financial Managers	Social & Community Service Managers	Clinical Laboratory Technologists & Technicians	Emergency Medical Technicians & Paramedics	Credit Counselors & Loan Officers	Real Estate Brokers & Sales Agents
Medical & Health Services Managers	Accountants & Auditors	Administrative Services & Facilities Managers	Misc. Managers	Insurance Sales Agents	Property, Real Estate, & Community Association Managers
General & Operations Managers	Misc. Healthcare Support Occupations	Marketing and Sales Managers	Court, Municipal, and License Clerks	Misc. Computer Occupations	Eligibility Interviewers, Gov Programs
Market Research Analysts & Marketing Specialists	Computer & Information Systems Managers	Misc. Financial Specialists	Training & Development Specialists	Public Relations & Fundraising Managers	Logisticians & Project Management Specialists
Misc. Business Operations Specialists	Misc. Health Technologists and Technicians	Compliance Officers	Misc. Community & Social Service Specialists	Physical Therapist Assistants & Aides	Computer and Information Analysts

Within these top 30 occupations, there are a number of specific occupations where diversity-building strategies can be developed by leveraging the available talent pool exiting low-demand occupations. In particular, Business, Management and Administration field occupations—shown in yellow above—have a lower share of BIPOC, Hispanic, and youth talent than found in Ramsey County’s overall employed talent pool. Occupations in the Healthcare field—shown in red above—tend to have the most diverse talent pools currently. Black and African American talent are particularly under-represented in Information Technology careers, indicated above in purple. Occupations in the Human Services field generally have lower racial and ethnic diversity than seen in Ramsey County’s overall employed talent pool, but have an overrepresentation of female talent. Of the high-demand occupations noted in this section, Human Services careers have some of the lowest average annual salaries. A notable share of Ramsey County Human Services employment is provided by state and local government, making these opportunities ripe for public sector career pathway development.

Sample Related Skillset Pathway Maps

Opportunity Occupations



Retail, Service, Hospitality & Tourism Careers

- Fast Food & Counter Workers
- Retail Salespersons
- Cashiers
- Customer Service Representatives
- Office Clerks
- Waiters & Waitresses
- Bartenders
- Security Guards



Target Occupations



Human Services Careers

- Community & Social Service Specialists
- Compliance Officers
- Court, Municipal & License Clerks
- Eligibility Interviewers
- Social & Community Service Managers
- Training & Development Specialists



Retail, Service, Hospitality & Tourism Careers

- Retail Salespersons
- Customer Service Representatives
- Office Clerks
- Waiters & Waitresses



Finance Careers

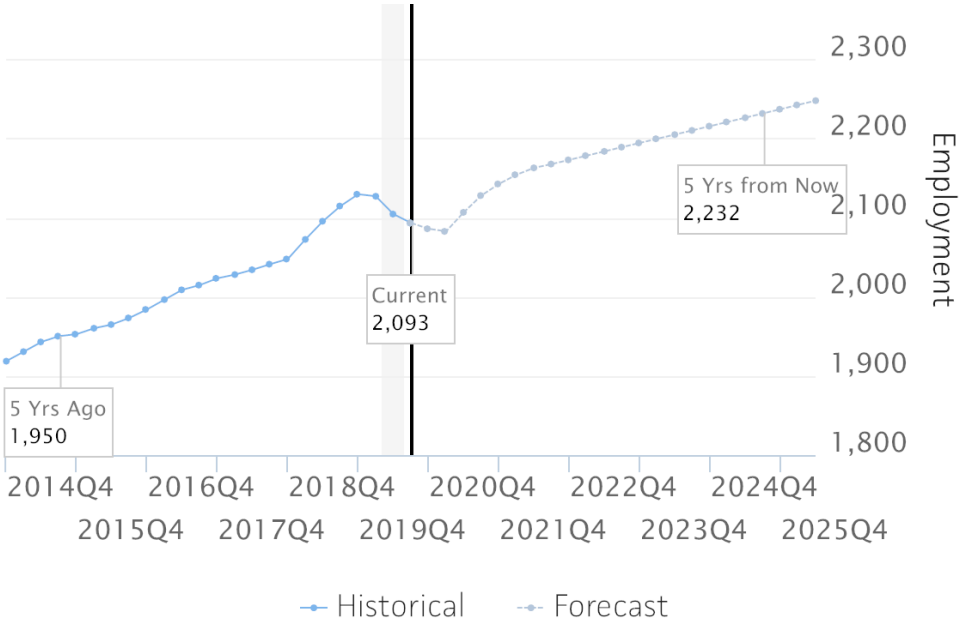
- Accountants & Auditors
- Insurance Agents
- Credit Counselors & Loan Officers
- Financial Managers
- Financial Specialists

Focus on Financial Managers

One concrete example for an application of the above content applies to Financial Managers—An occupation paying an average annual salary of \$143,900 in Ramsey County as of 2019. By the third quarter of 2020, unemployment in this occupation remained tight, with a rate of just 2.1% unemployment or 35 qualified, skilled people unemployed in this specific occupation. In January 2021 alone, there were 92 live

job postings locally for Financial Managers, and historic job growth is anticipated to continue to climb. The pandemic had a very limited impact on employment in this occupation overall, with only a slight dip in observed total Ramsey County Financial Manager employment to 2,093 by 2020Q3 (about 1,630 of these are also Ramsey County residents). Over the next five years, nearly 1,000 Financial Manager positions will need to be filled due to job growth, retirements, and job exits.

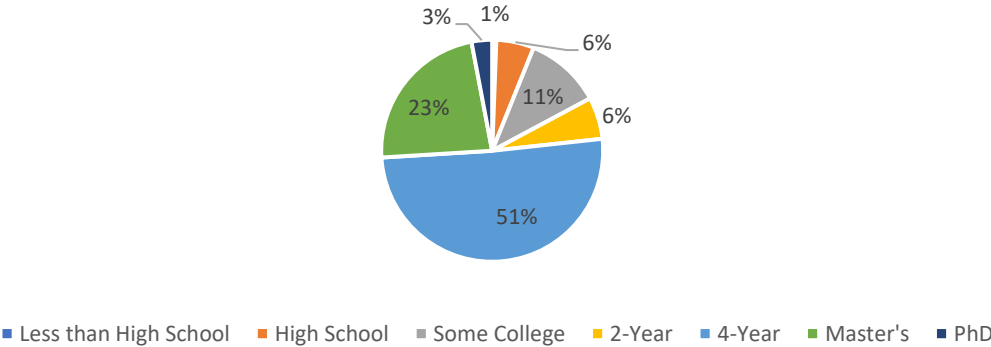
Financial Manager Occupation Forecast, Ramsey County



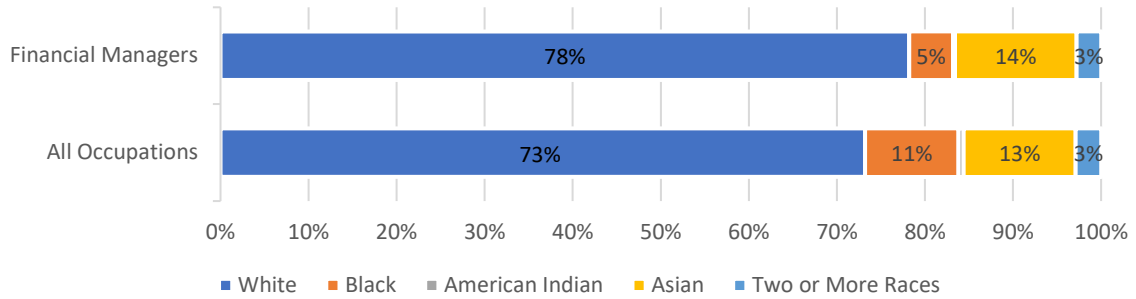
SOURCE: JobsEQ analysis of data from the Bureau of Labor Statistics, 2020Q3.

This occupation typically requires a Bachelor’s degree, with just over 50% of the current Ramsey County Financial Manager workforce holding a 4-year degree. Black/African Americans and American Indian talent are particularly underrepresented in the Financial Manager occupation in Ramsey County.

Financial Manager Educational Attainment, Ramsey County Residents



Financial Manager Employment Characteristics by Race, Ramsey County Residents

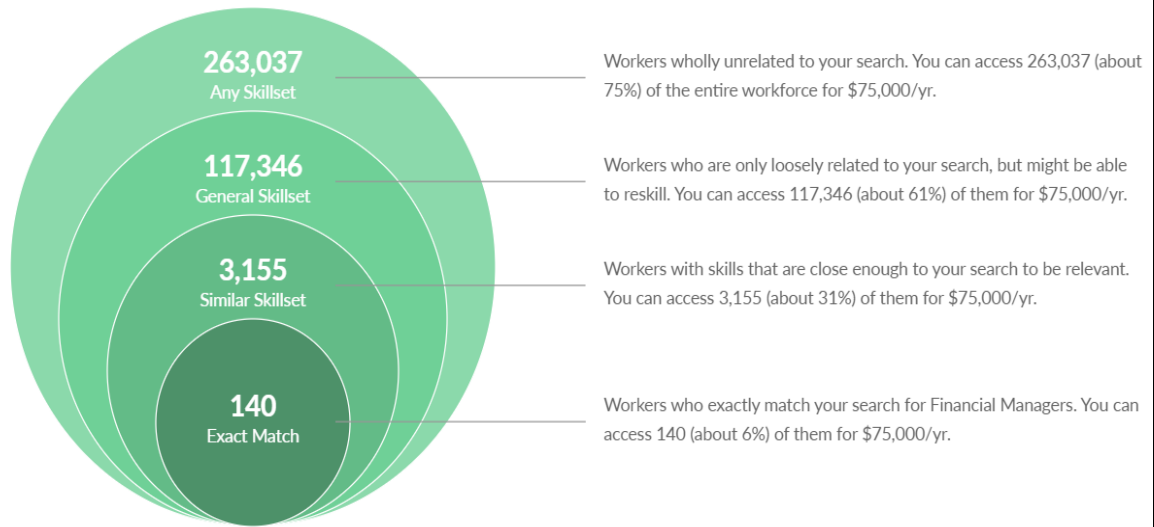


SOURCE: JobsEQ analysis of data from the US Census Bureau ACS 2014-2018 5 year estimates and Bureau of Labor Statistics, 2020Q3, by place of residence.

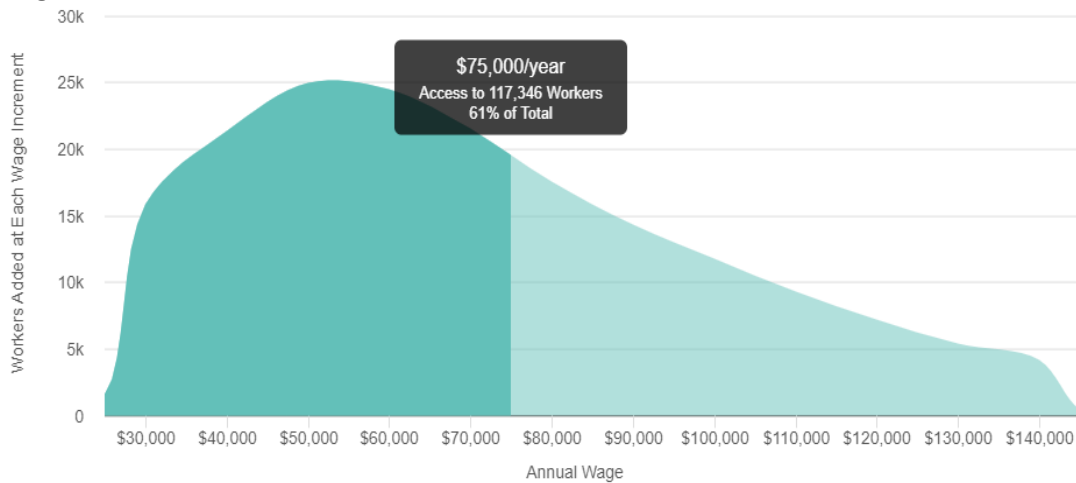
At an entry-level wage of \$75,000, there is an insufficient local talent pool to meet demand. Only about 140 individuals in Ramsey County are expected to have an exact skillset match to what is required for a position in Financial Management and be interested in a Financial Management position paying \$75,000 per year. The majority of occupations with an exact skill match or with a similar skill set are other occupations that are anticipating talent shortages and are not viable for talent attraction.

Expanding the possible talent pool to include individuals with a general skillset expands the possible available talent pool to about 117,346 potential workers that could be reskilled to hold Financial Manager positions. The resulting source occupations for talent recruitment into Financial Managers positions are similar across other finance and business career fields and include entry- and mid-level occupations in retail, customer service, administrative support, and teaching. A sample list of the top opportunity occupations aligned with general skillsets in-demand for Financial Managers is listed at the bottom of the graphic below. Drawing talent from these opportunity occupations could become a strategy for further diversification of Financial Manager talent in Ramsey County.

Workforce availability @ \$75,000/yr ranges from 140 to 263,037 depending on skills match.



Potential Available Workforce in Ramsey County with General Skillsets Related to Financial Managers



Occupation	Workers Making ≤ \$75,000/yr
Retail Salespersons	8,207
Customer Service Representatives	6,973
Office Clerks, General	6,841
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	4,720
Postsecondary Teachers	3,787
Bookkeeping, Accounting, and Auditing Clerks	3,297

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?

Designated WDA 15 staff and management follow all DEED procedures while monitoring and responding to Rapid Response alerts for potential layoffs/projects in Ramsey County. WFS follows all protocols in the competitive process, attends MWCA or DEED sponsored meetings and/or trainings related to Rapid Response and engages in technical assistance as needed.

On a regional level, WFS has partnered with neighboring counties when a potential project is identified resulting in large scale layoffs.

- 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)?

WDA 15 utilizes designated staff to communicate with DEED's Rapid Response Team. The incoming or outgoing information is communicated in different ways depending on the situation.

WFS staff inform the DEED Rapid Response Team, via phone or email regarding notifications or announcements of impending layoffs. WDA planning staff scan local news sources and relay local information that may affect Ramsey County. Occasionally, a prospective dislocated worker may call inquiring about the program and inform WDA staff about a current or pending layoff. WDA staff check with DEED staff. If the company or organization has not been in contact with DEED, the WDA informs them of the need to contact DEED directly.

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

The WFS staff coordinate workforce innovation activities related to statewide rapid response activities as is required by DEED. Any information the staff gather is shared with DEED and appropriate partners. At all times, the goal is to work cooperatively with DEED and ensure this information is shared expeditiously, as it is often time sensitive.

We will not seek competitive bids for services outside of Ramsey County, unless invited by any of our regional partners to provide services.

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

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

Local WDA staff will contact the lead DEED TAA staff by phone or email to inform them when there is a possible layoff within Ramsey County. Staff regularly monitor the DEED communications and Department of Labor TAA certification lists for certifications of Ramsey County companies.

- 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?

Local WDA staff receive professional development/training related to working with State TAA staff and DOL trade-certified projects. Local staff reach out to DEED for input while helping clients complete applications or work through the process of getting approvals for training and other pertinent TAA procedures.

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

Yes

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

Yes

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

Program staff are informed and knowledgeable of DEED and local program support service policy and practices through a variety of methods. The WFS Manager ensures the Supervisors not only inform staff of local policies in team meetings and email communications but also provide individual staff consult and file reviews monthly to ensure client barriers and support services needs are adequately and consistently addressed and documented. Planners also review the policies and ensure contracted providers have organizational policies and practices that are compliant with local and DEED policies. These support services policies are also provided to accounting staff who provide a check and balance process to ensure a secondary quality control through the fiscal monitoring system. When available and applicable, staff receive updates and/or training from DEED.

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?

Local board has approved policy in which recipients of public assistance, individuals who are basic skills deficient (includes ELL), those who are low income and persons with a disability are 2nd priority to services, (with Veterans as 1st priority). This policy was enacted pre-COVID and ensures those most in need in the local community have regular ongoing access to services that can strengthen and support their employment and education pathways into the local economy. Implementation of the policy is led by Manager and Planner to ensure program staff consistently engage in priority of service enrollment.

Program staff review applications for eligibility, provide follow up inquiry with applicants to ensure priority areas are not missed, and those deemed eligible for the program are offered an opportunity to enroll immediately into services. Other eligible core partner programs and services are reviewed to maximize co-enrollment and comprehensive service opportunities (such as Adult Career Pathways, MFIP, and SNAP E&T). Supervisors provide ongoing oversight in case reviews to ensure priority services is being applied and that program co-enrollment results in complimentary and non-duplicative service delivery.

Outreach and partner strategies occur to ensure services are reaching priority populations. Through trusted relationships in the community, well networked service providers, ongoing alignment and coordination with community resource providers and other county services, individuals in these priority populations can be connected to WIOA Adult services.

SECTION D: SYSTEM OPERATIONS AND ATTACHMENTS

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

The Minnesota Veterans Questionnaire is used to identify Veterans. We ask all customers that come to the CFC location if they ever served in the US Military or are a spouse of a person in the military. If the answer is yes, we ask them to complete the Veterans Questionnaire. Non-Jobs for Veterans State Grants (JVSG) staff do the initial assessment/review of the questionnaire and make appropriate referrals based on the responses on the questionnaire.

On-site signage helps the customers to self-identify themselves as U.S. Military members.

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

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

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

All websites associated with this CFC location provide information on and notice of Veterans Priority of Service.

CareerForceMN.com has information on our dedicated Veterans Employment Team and how to contact them. Our representatives help with career planning, job search, and connecting with other resources. Current or former military members looking for work are encouraged to contact the dedicated Veterans Employment Representative in their part of Minnesota for assistance. Most current or former military members are eligible for veterans’ benefits or services. There is an online questionnaire to facilitate the process.

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

The Minnesota Veterans Questionnaire, a DOL approved standard process, is used to identify Veterans with a significant barrier to employment (SBE). The questionnaire identifies DOL designated SBE’s per VPL 03-14, including change 2.

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

The Saint Paul CFC location has identified partner staff to provide services (including intensive services) to SBE Veterans in the absence of a DVOP. These staff have had training on serving Veterans via the National Veterans Training Institute webinar “Helping Veterans to Meaningful Careers”, and from LVER staff one on one, and during staff and partner meetings. CFC staff conducts an initial assessment with current or former Military Service Member with a significant barrier to employment and then refers them to the designated intensive service provider when the DVOP is not available.

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

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

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

Clients and universal customers are informed and trained on how to access, update and use MinnesotaWorks.net for job search and career exploration.

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

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

Yes X

21. A. Briefly describe the local area board’s policy and timetable for filling vacancies, replacing/reappointing individuals whose terms have come to an end.

The WIB makes every attempt to comply with the state requirement that public sector vacancies be filled within 60 days and private sector vacancies be filled within 90 days. The WIB commences its recruitment and appointment process immediately upon notification that a vacancy will occur. The process is as follows:

- With input from the Chief Local Elected Official (CLEO) and City of Saint Paul Mayor’s Office, the WIB’s Membership Committee, actively recruits candidates.
- The WIB maintains and continuously monitors a member demographics dashboard that tracks each members’ gender, race/ethnicity, business size, industry sector, and location. This data is used for recruiting to ensure the board’s membership is representative of the population and business landscape. Emphasis is placed on recruiting private sector members from the targeted sectors.
- Once potential candidates are identified, staff provide an application and membership information and respond to all questions from the applicant throughout the application process. When an application is received, the candidate is notified that their application is active for one year. At their next meeting, the WIB Executive Committee reviews the application and votes on whether to recommend appointment. Applications are forwarded to the appropriate appointing authority (Saint Paul Mayor/City Council or the Ramsey County Board of Commissioners) with a recommendation from the Executive

Committee. The Saint Paul Mayor/City Council or Ramsey County Board of Commissioners reviews and appoints members by action at their board meetings.

WIB members' terms are two years, (August 1-July 31), with approximately half of the members' terms ending each year. Members whose terms are ending are contacted in April and given the opportunity to reapply. The openings are also publicized so that others have an opportunity to apply for those seats. All applicants are considered by the Executive Committee for a recommendation to the appropriate appointing body. The appointing body makes the final appointment decisions on filling the open seats.

The Membership Committee is a standing committee of the WIB that focuses on member recruitment and engagement. This Committee is chaired by the WIB Chair-elect. Other members include the Local Elected Official, a representative from the City of Saint Paul, and the WIB Past Chair. This committee actively works to fill vacancies in a timely manner by tapping into existing City and County networks. Information on openings is also provided at WIB meetings so that current board members can recommend individuals within their networks. Additionally, the County and City publish WIB openings in their newsletters and on their websites. Most recently, the Partnership and Outreach Committee has mapped all the workforce organizations within the county, and this list will become the base mailing list for sharing board openings in addition to variety of other stakeholder information.

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 board's and its components' meetings and information regarding the local area board's and its components' activities;
- D. that fiscal control and fund accounting procedures necessary to ensure the proper disbursement of, and accounting for, funds paid through the allotments funded through the contract/master agreement issued by DEED have been established;
- E. that it is, and will maintain a certifiable local area board;
- F. that it will comply with the confidentiality requirements of WIA Section 136 (f)(3) and WIOA Section 116 (i)(3)
- G. that it will ensure that no funds under its discretion are used to assist, promote, or deter union organizing;
- H. that this plan was developed in consultation with the local area board;
- I. that it acknowledges the specific performance standards for each of its programs and will strive to meet them;
- J. that the local area board members will not act in a manner that would create a conflict of interest as identified in 20 CFR 667.200(a)(4), including voting on any matter regarding the provision of service by that member or the entity that s/he represents and any matter that would provide a financial benefit to that member or to his or her immediate family;
- K. that local area board and staff are aware of local CareerForce Center services, and are working with and referring to the CareerForce Center services as appropriate;
- L. that all staff are provided the opportunity to participate in appropriate staff training;
- M. that, if applicable, the local area board must maintain the currency of its information in the System Award Management until submission of the final financial report or receive the final payment, whichever is later;
- N. that sponsored (in whole or in part) conferences are charged to the grantee as appropriate and allowable; and
- O. that funds are not used for the purpose of defraying costs of a conference unless it is directly and programmatically related to the purpose of the award.
- P. that the local area board and its sub-grantees must also adhere to the same certifications and assurances that DEED must assure.

SIGNATURE PAGE

Local Workforce Development
Area Name

WDA #15 Ramsey County

Local Area Board Name

Workforce Innovation Board of Ramsey County

Name and Contact Information for the Local Area Board Chair:

Name	Chad Kulas
Title	Executive Director
Organization	Midway Chamber of Commerce
Address 1	1600 University Avenue W.
Address 2	
City, State, ZIP Code	Saint Paul MN 55104
Phone	651-646-2636
E-mail	chad@midwaychamber.com

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

Name	Jim McDonough
Title	County Commissioner
Organization	Ramsey County Board of Commissioners
Address 1	15 W. Kellogg Blvd.
Address 2	220 Courthouse
City, State, ZIP Code	Saint Paul, MN 55102
Phone	(651) 266-8365
E-mail	jim.mcdonough@co.ramsey.mn.us

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

Local Area Board Chair

Local Elected Official

Name _____

Name _____

Title Local Area Board Chair

Title _____

Signature

Signature

Date _____

Date _____

Attachment A

REGIONAL OVERSIGHT COMMITTEE

Regional Workforce Development Area

Metro Regional Workforce Development Area #4

Local Workforce Development Area

WDA #15: Ramsey County

MEMBER	ORGANIZATION
Scott Schulte, Elected Official Shirley Barnes, Board Chair Nicole Swanson, Director - Job Training Center	Anoka County
Mary Hamann, Elected Official Catherine Weik, Board Chair Mark Jacobs, Director	Dakota-Scott Counties
Irene Fernando, Elected Official Nicole Mattson, Board Chair Anne Kilzer, Assistant Director of Workforce Development	Hennepin-Carver Counties
Jacob Frey, Elected Official Laura Beeth, Board Chair Deb Bahr-Helgen, Director, City of Minneapolis Employment and Training	City of Minneapolis
Jim McDonough, Elected Official Chad Kulas, Board Chair Ling Becker, Executive Director	Ramsey County
Stan Karwoski, Elected Official Chris Dressel, Board Chair Rick Roy, Manager, Workforce & Veteran Services	Washington County

Attachment B**LOCAL WORKFORCE DEVELOPMENT AREA CONTACTS**

ROLE	Contact Name	Phone	Email	Reports to (name only)
Rapid Response Liaison for Mass Layoffs	Lisa Guetzkow	651-266-6006	lisa.guetzkow@ramseycounty.us	Ling Becker
Equal Opportunity Officer	Charles Stanton	651-266-6052	cj.stanton@ramseycounty.us	Ling Becker
Program Complaint Officer	Lisa Guetzkow	651-266-6006	lisa.guetzkow@ramseycounty.us	Ling Becker
Records Management/Records Retention Coordinator	Alan Wanless	651-266-6010	Alan.wanless@ramseycounty.us	Ling Becker
ADA Coordinator	Jennifer Germain	651-539-3616	jennifer.germain@state.mn.us	Dee Torgerson
Data Practices Coordinator	Alan Wanless	651-266-6010	Alan.wanless@ramseycounty.us	Ling Becker
English as Second Language (ESL) Coordinator	Charles Stanton	651-266-6052	cj.stanton@ramseycounty.us	Ling Becker

CareerForce in Saint Paul

ROLE	Contact Name	Phone	Email	Reports to (name only)
Site Representative	Cynthia Larson	651-539-4111	Cynthia.larson@state.mn.us	Joan Berning
Job Service Manager	Cynthia Larson	651-539-4111	Cynthia.larson@state.mn.us	Joan Berning

Vocational Rehabilitation Services Manager	Jennifer Germain	651-539-3616	jennifer.germain@state.mn.us	Dee Torgerson
State Services for the Blind Manager	Jon Benson	651-642-0500	Jon.benson@state.mn.us	Natasha Jerde
Local Workforce Development Area Director	Ling Becker	651-266-6001	Ling.becker@ramseycounty.us	Johanna Berg
Adult Basic Education (ABE)	Scott Helland Karen Gerdin	651-748-6202 651-744-7522	SHelland@isd622.org karen.gerdin@spps.org	Renada Rutmanis
Carl Perkins Post-Secondary Manager	Tracy Wilson Monica Ramirez	651-403-4118 651-779-3235	Tracy.Wilson@saintpaul.edu monica.ramirez@century.edu	Deidra Peaslee Angelia Millender
Adult	Lisa Guetzkow	651-266-6006	lisa.guetzkow@ramseycounty.us	Ling Becker
Dislocated Worker	Lisa Guetzkow	651-266-6006	lisa.guetzkow@ramseycounty.us	Ling Becker
Youth	Michelle Belitz	651-266-6054	michelle.belitz@ramseycounty.us	Ling Becker

Attachment C

LOCAL AREA BOARD MEMBERSHIP LIST

Regional Workforce Development Area

Metro Regional Workforce Development Area #4

Local Workforce Development Area

WDA #15: Ramsey County

MEMBER	POSITION/ORGANIZATION	TERM ENDS
REPRESENTATIVES OF BUSINESS IN LOCAL WORKFORCE DEVELOPMENT AREA		
Robert Blake	Owner, Solar Bear	7/31/2022
Becky Degendorfer	Human Resources Manager North America, Mustad Hoofcare	7/31/2021
Chris Duffy	Vice President, Public Relations	7/31/2022
Susan Jambor	Human Resources Director, Spire Credit Union	7/31/2022
Hyon Kim	President, MN Best Inc.	7/31/2022
Chad Kulas	Executive Director, Midway Chamber of Commerce	7/31/2021
Channon Lemon	Vice President of Economic Development, Saint Paul Area Chamber	7/31/2022
Tony Lusiba	VCIO Technology Consultant, Upvant	7/31/2021

Karin McCabe	Outreach Director, McGough Construction	7/31/2021
James McClean	Government Relations Director, Regions Hospital	7/31/2021
Yolanda McIntosh	Director of Diversity, Equity & Inclusion, Associated General Contractors	7/31/2021
Sean Mullan	Human Capital Strategic Lead, 3M	7/31/2021
Koami Pedado	President/CEO, ElieSys Computer Services	7/31/2021
Elisa Rasmussen	Manager, Community Relations & Foundation	7/31/2022
Trish Stevens	Membership Director, Hospitality Minnesota	7/31/2022
Julie Thiel	Vice President – Talent Management, Schwan’s Company	7/31/2021
Tanya Velishek	Manager – Academic Clinical Coordinator Talent Acquisition, Fairview Health Services	7/31/2021
Ramona Wilson	Diversity Director, Knutson Construction	7/31/2021
LABOR & COMMUNITY-BASED ORGANIZATIONS		
Donald Mullin	Executive Secretary, Saint Paul Building and Construction Trades Council	7/31/2021
Tom Aasheim	Director of Technical Education, Finishing Trades of the Upper Midwest	7/31/2022
Gaye Massey	CEO, YWCA of Saint Paul	7/31/2022

Camila Mercado Michelli	Advocacy & Community Building Project Manager, CLUES	7/31/2022
Sheila Olson	Chief Services and Programs Officer, Goodwill Easter Seals-Minnesota	7/31/2022
Sheri Reimers	Government & Community Relations Director, Ain Dah Yung Center	7/31/2021
Brooke Walker	Program Director, Community Action Partnership of Ramsey & Washington Counties	7/31/2021
EDUCATION & TRAINING		
Pau Nikstad	Project Director, Hubert Humphrey Job Corps	7/31/2022
Carly Voshell	Adult Ed Instructor/Workforce Technology Specialist, North St. Paul-Maplewood-Oakdale <i>ISD 622</i>	7/31/2021
Tracy Wilson	Dean of Business, Service, Workforce Training and Continuing Education Programs, Saint Paul College	7/31/2021
GOVERNMENT		
Jennifer Germain	Rehabilitation Area Manager, Minnesota Department of Employment and Economic Development	7/31/2022
Lisa Guetzkow	Integrated Programs Manager, Ramsey County Workforce Solutions	7/31/2021
Kristin Guild	Deputy Director, Planning and Economic Development, City of Saint Paul	7/31/2022
Cynthia Larson	Field Operations Area Manager, Minnesota Department of Employment and Economic Development	7/31/2021
Jim McDonough	Commissioner, Ramsey County Board of Commissioners	7/31/2022
Chris Tolbert	Councilmember, Saint Paul City Council	7/31/2021

CONTACT INFORMATION

NAME	ADDRESS/PHONE/EMAIL
CHAIR Chad Kulas	1600 University Avenue W. Saint Paul MN 55104 651-646-2636 chad@midwaychamber.com
VICE CHAIR Ramona Wilson	7515 Wayzata Blvd. Minneapolis MN 55426 763-525-3008 rwilson@KnutsonConstruction.com
SECRETARY N/A	

Attachment D

LOCAL AREA BOARD SUBCOMMITTEE LIST

Regional Workforce Development Area

Metro Regional Workforce Development Area #4

Local Workforce Development Area

Ramsey County - WDA #15

Committee Name	Objective/Purpose
Executive Committee	The purpose of the Executive Committee is to provide proactive overall leadership, drive and coordination of all WIB activities and to ensure sound decisions on funding and financial management. Meetings are held semi-monthly.
Membership Committee	The purpose of the Membership Committee is to focus on WIB member recruitment and member engagement – assuring that obstructions to WIB and committee participation are minimized.
Equity Committee	The purpose of the Equity Committee is to improve opportunities for people of color, indigenous, and those with barriers to employment in Ramsey County by leading transformational efforts to end systemic inequities.
Partnership and Outreach Committee	The purpose of the Partnership and Outreach Committee is to develop and leverage workforce partnerships within Ramsey County. The committee also aims to inform the community on workforce issues as well as highlight program opportunities and successes.
Youth Committee	The purpose of the Youth Committee is to focus on workforce development for youth. Their mission is to “support and build a foundation for all youth to thrive as healthy, productive members of our community.”
Policy and Oversight Committee	The purpose of the Policy and Oversight Committee is to create strategic regional alignment to address workforce needs, promote legislation and policies that addresses those needs, and to provide direct oversight on WIOA workforce programs and partnership oversight over other programs delivered by Ramsey County WFS.

Tech Ad Hoc Committee

The purpose of the Tech Committee is to provide the WIB with a strong understand of the needs of businesses for tech talent and help to align workforce training opportunities to meet employer needs, recognizing there are significant digital equity divides for those in Ramsey County who have been disproportionately impacted by COVID-19.

Attachment E

LOCAL WORKFORCE DEVELOPMENT AREA SUB-GRANTEE LIST

Regional Workforce Development Area	Metro Regional Workforce Development Area #4
Local Workforce Development Area	Ramsey County - WDA #15

Name of Sub-Grantee	Services Provided	Funding Source	Sub-Grantee located in which CFC?	If not in CFC, provide Address, City, State, ZIP Code
HIREd Inc.	Youth and Dislocated Worker	WIOA Youth State DW	NA	800 East Minnehaha Ave., Suite 200 St. Paul, MN 55106
YWCA of Saint Paul	Adult and Youth	WIOA Adult WIOA Youth	NA	1761 University Ave W St. Paul, MN 55104
Hmong American Partnership	Youth Services	WIOA Youth	NA	1075 Arcade St St. Paul, MN 55106
Goodwill Easter Seals MN	Adult and Dislocated Worker	WIOA Adult WIOA DW	NA	553 Fairview Ave N St. Paul, MN 55104

Attachment F

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

Regional Workforce Development Area	Metro Regional Workforce Development Area #4
Local Workforce Development Area	Ramsey County - WDA #15

Name and Location (City)	Program Service Delivered
Ramsey County Government Center East, Saint Paul, MN	Career services, referrals, and MFIP services
Ramsey County Service Center, Maplewood MN	Career services, access to technology, training, program information, referrals

ATTACHMENT G

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.

Industry Employment

Employment in Ramsey County, which witnessed steady growth in the decade after the Great Recession, declined in 2020 at rates slightly greater than the Seven-County Metro Area and the State of Minnesota. This is likely due to the disproportionate impacts the COVID-19 pandemic has had upon several service-providing industries that are more highly concentrated in Ramsey County, including Health Care and Social Assistance, Educational Services, Other Services, and Arts and Recreation. Employment recovery has begun, but remains uncertain for several sectors, particularly Accommodation and Food Services and Other Services.

Prior to the onset of the COVID-19 pandemic in March of 2020, Ramsey County's total employment reached over 335,300 jobs. Between 2010 and 2019, the county's total employment expanded by 6.3%, equivalent to about 19,800 jobs. More recently, between 2014 and 2019, the county's total employment expanded by 3.7%, equivalent to about 12,000 jobs. Through the first three quarters of 2020, Ramsey County employment fell by 8.0%. By comparison, employment in the surrounding Metro Area fell by 7.7%, and statewide employment fell by 7.0%. When zooming into the quarterly trends, Ramsey County lost 37,558 jobs (-11.4%) between the first and second quarters of 2020, before gaining 10,255 jobs (+3.5%) between the second and third quarters of 2020.

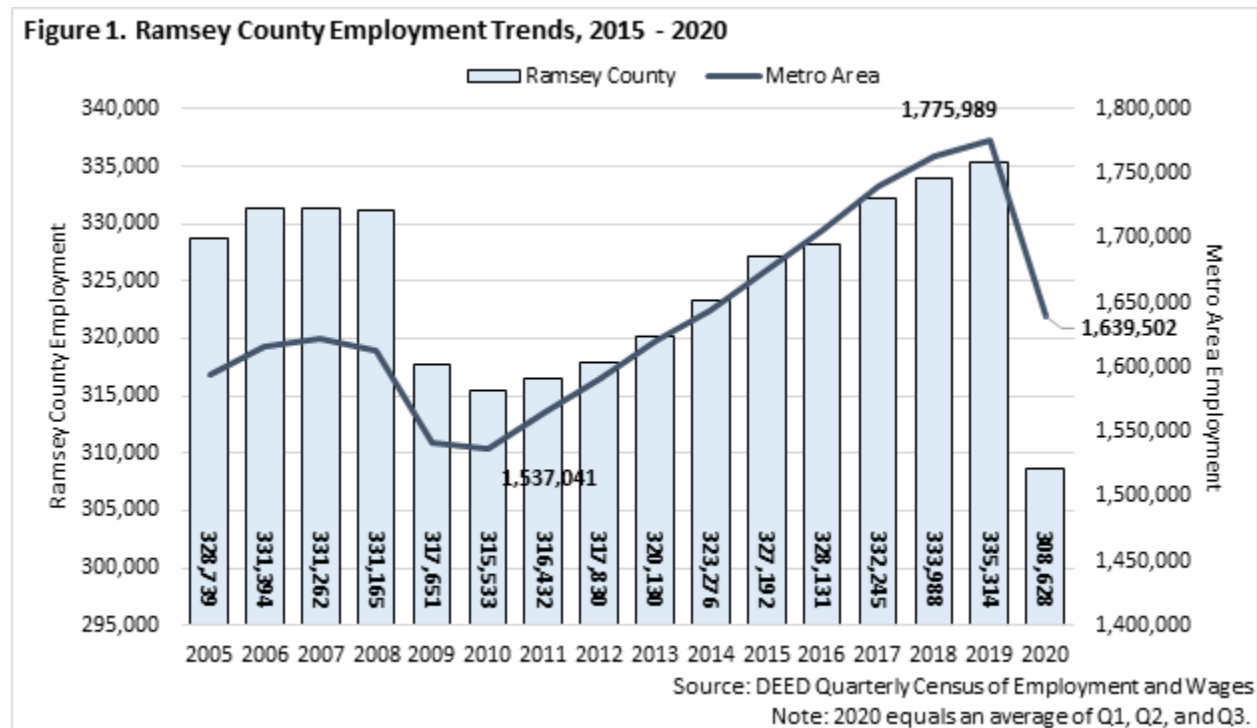


Table 1. Industry Employment Statistics, 2014-2020

Area	2020 Data*			2014-2019		2019-2020*	
	Number of Firms	Number of Jobs	Avg. Annual Wages	Change in Jobs	Percent Change	Change in Jobs	Percent Change
Ramsey County	14,126	308,628	\$67,531	+12,038	+3.7%	-26,686	-8.0%
Metro Area	85,721	1,639,502	\$69,957	+132,618	+8.1%	-136,487	-7.7%
Minnesota	180,739	2,698,444	\$62,539	+171,837	+6.3%	-203,006	-7.0%

Source: DEED Quarterly Census of Employment and Wages
*2020 equals an average of Q1, Q2, and Q3

As of 2020, when taking the average of that year’s first three quarters, Ramsey County had 14,126 establishments supplying 308,628 covered jobs. The average annual wage for all jobs in the county was \$67,531. Ramsey County accounts for approximately one-fifth (18.9%) of the Metro Area’s total employment, and approximately one-tenth (11.6%) of Minnesota’s total employment. Over half (55.0%) of the county’s employment is located within the City of Saint Paul.

With 2,343 establishments supplying 64,583 covered jobs, Health Care and Social Assistance is Ramsey County’s largest-employing industry sector. Accounting for fully one-fifth (20.9%) of the county’s total employment, Health Care and Social Assistance in Ramsey County has more than twice as many jobs as the second largest-employing industry sector in the county, Educational Services. While Health Care and Social Assistance was not hit as hard as other service-providing industries, it did lose a significant number of jobs between 2019 and 2020 (-3,266 jobs). Only Accommodation and Food Services lost more jobs than Health Care and Social Assistance. The next three largest-employing industry sectors in Ramsey County all account for about one-tenth of the county’s total employment. These sectors include Educational Services (29,374 jobs), Public Administration (27,381 jobs), and Manufacturing (27,127 jobs). While each of these sectors did lose jobs over the course of 2020, such losses were significantly less severe than losses in other sectors, and for the county as a whole.

As a share of total employment, losses due to the COVID-19 pandemic were most severe within Arts, Entertainment, and Recreation (-39.2%); Accommodation and Food Services (-26.5%); and Agriculture, Forestry, Fishing, and Hunting (-24.3%). Employment losses were also significant within Administrative and Support Services (-12.8%); Retail Trade (-12.2%); Other Services (-11.8%); and Transportation and Warehousing (-11.2%).

Prior to the COVID-19 pandemic, employment losses were experienced between 2014 and 2019 within the following industries: Information (-2,425 jobs); Retail Trade (-1,376 jobs); Wholesale Trade (-755 jobs); Transportation and Warehousing (-665 jobs); Administrative and Support Services (-551 jobs); Utilities (-66 jobs); and Mining (-15 jobs). Job growth during that time was most significant within Health Care and Social Assistance; Public Administration; Finance and Insurance; Accommodation and Food Services; and Arts, Entertainment, and Recreation.

Table 2. Ramsey County Industry Statistics, 2014-2020
Sorted by Number of Jobs

Industry	2020 Data*				2014-2019 Job Change		2019-2020* Job Change	
	Number of Firms	Number of Jobs	Percent of Jobs	Avg. Annual Wage	Numeric	Percent	Numeric	Percent
Total, All Industries	14,126	308,628	100.0%	\$67,531	+12,038	+3.7%	-26,686	-8.0%
Health Care and Social Assistance	2,343	64,583	20.9%	\$52,277	+8,965	+15.2%	-3,266	-4.8%
Educational Services	451	29,374	9.5%	\$56,680	+738	+2.4%	-1,814	-5.8%
Public Administration	322	27,381	8.9%	\$76,821	+1,822	+7.1%	-281	-1.0%
Manufacturing	638	27,127	8.8%	\$88,885	+109	+0.4%	-809	-2.9%
Retail Trade	1,476	22,640	7.3%	\$35,048	-1,376	-5.1%	-3,136	-12.2%
Accommodation and Food Services	1,185	17,722	5.7%	\$21,407	+1,592	+7.1%	-6,389	-26.5%
Management of Companies	152	17,361	5.6%	\$155,151	+340	+1.9%	-614	-3.4%
Finance and Insurance	647	17,035	5.5%	\$98,332	+1,603	+10.0%	-629	-3.6%
Administrative and Support Services	601	16,198	5.2%	\$41,843	-551	-2.9%	-2,374	-12.8%
Professional, Scientific, and Technical Services	1,597	13,557	4.4%	\$87,585	+333	+2.3%	-1,057	-7.2%
Wholesale Trade	669	11,939	3.9%	\$84,777	-755	-5.9%	-97	-0.8%
Construction	787	11,365	3.7%	\$78,537	+810	+7.1%	-880	-7.2%
Other Services	1,747	10,206	3.3%	\$48,464	+275	+2.4%	-1,366	-11.8%
Transportation and Warehousing	280	6,265	2.0%	\$56,195	-665	-8.6%	-789	-11.2%
Information	262	5,848	1.9%	\$89,908	-2,425	-27.6%	-509	-8.0%
Real Estate and Rental and Leasing	676	4,597	1.5%	\$59,159	+267	+6.1%	-55	-1.2%
Arts, Entertainment, and Recreation	263	4,054	1.3%	\$48,135	+1,014	+17.9%	-2,615	-39.2%
Utilities	16	1,289	0.4%	\$104,121	-66	-4.9%	11	0.8%
Agriculture, Forestry, Fishing and Hunting	11	53	0.0%	\$44,460	+24	+53.3%	-17	-24.3%
Mining	3	30	0.0%	\$133,068	-15	-33.8%	1	4.7%

Source: DEED Quarterly Census of Employment and Wages
*2020 equals an average of Q1, Q2, and Q3

Industry Projections

2018-2028 employment projections indicate modest growth in jobs over the next 8-10 years in the Metro Area.

DEED's Employment Outlook provides short and long-term projections for regions and by industry sector. Projections for the 2018-2028 period do not include pandemic effects. They are still helpful in indicating the estimated direction of each industry's employment prior to the coronavirus pandemic's onset. The largest growth is predicted in Health Care and Social Assistance (+19.0%), Professional and Technical Services (+14.6%), and Construction (+10.4%).

The largest declines are projected in Information (-8.0%), Manufacturing (-4.9%), Retail Trade (-2.8%), and Real Estate and Leasing (-1.1%).

Table 3. Metro Area Industry Employment Projections, 2018-2028
Sorted by Projected Employment Change, 2018-2028

Industry	Estimated Employment 2018	Projected Employment 2028	Percent Change 2018 - 2028	Numeric Change 2018 - 2028
Total, All Industries	1,927,626	2,029,009	5.3%	101,383
Health Care and Social Assistance	269,456	320,763	19.0%	51,307
Professional and Technical Services	138,280	158,416	14.6%	20,136
Accommodation and Food Services	138,346	146,421	5.8%	8,075
Construction	70,186	77,511	10.4%	7,325
Finance and Insurance	118,505	125,492	5.9%	6,987
Educational Services	144,290	149,823	3.8%	5,533
Administrative and Waste Services	103,822	108,207	4.2%	4,385
Management of Companies and Enterprises	73,704	77,095	4.6%	3,391
Arts, Entertainment, and Recreation	36,893	39,840	8.0%	2,947
Transportation and Warehousing	70,333	72,878	3.6%	2,545
Public Administration	102,392	104,513	2.1%	2,121
Wholesale Trade	89,409	89,839	0.5%	430
Agriculture, Forestry, Fishing & Hunting	3,129	3,227	3.1%	98
Utilities	5,623	5,700	1.4%	77
Mining	658	727	10.5%	69
Other Services, Ex. Public Admin	77,834	77,852	0.0%	18
Real Estate and Rental and Leasing	27,381	27,076	-1.1%	-305
Information	36,310	33,413	-8.0%	-2,897
Retail Trade	169,053	164,394	-2.8%	-4,659
Manufacturing	171,658	163,236	-4.9%	-8,422

Source: DEED 2018-2028 Employment Outlook

Occupational Distribution and Projections

Like the state, the largest share of employment in the 7-County Metro Area in 2020 was in Office and Administrative Support (13.1%). The next largest shares of regional employment fell into Sales and Related Occupations (9.7%) and Food Preparation and Serving Related Occupations (8.1%). Occupations within these two groups have been more severely impacted by the current recession due to COVID-19.

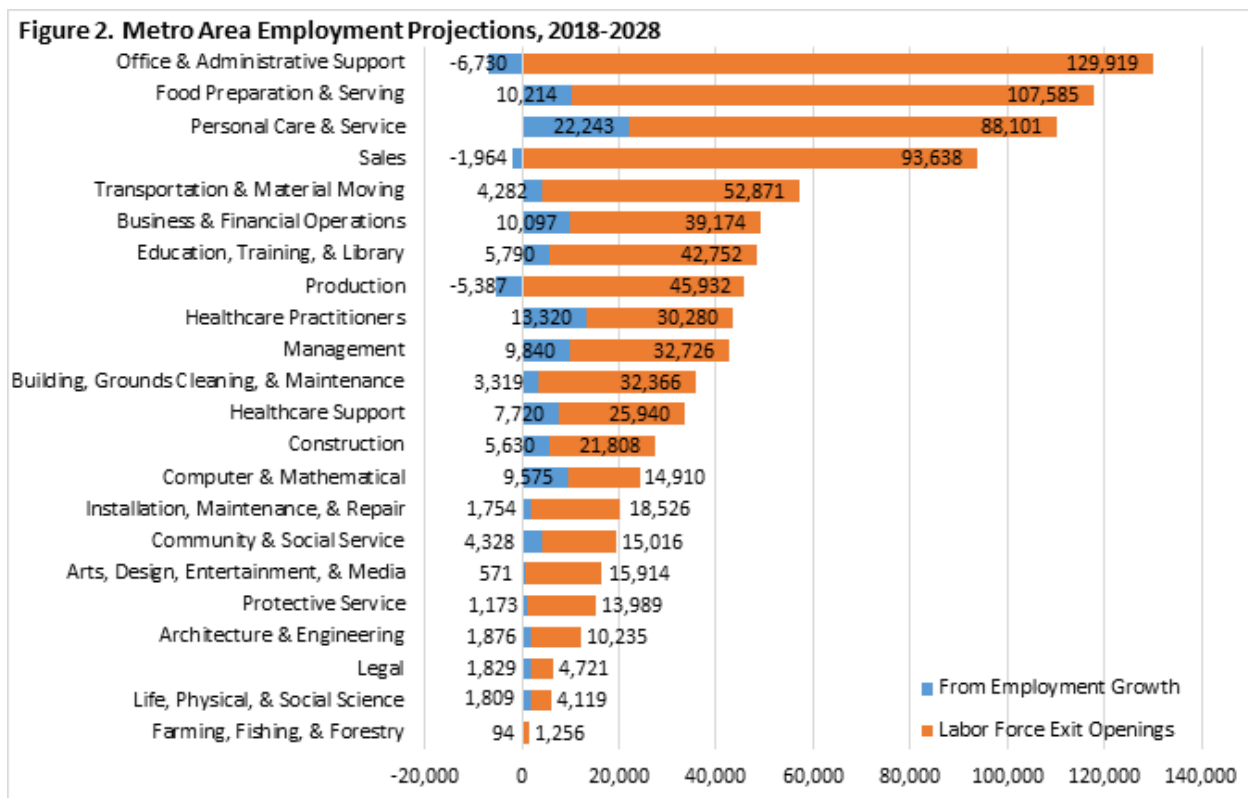
The Metro Area does have significantly larger shares of employment within Business and Financial Operations (7.5%), Management Occupations (6.8%), Computer and Mathematical Occupations (4.6%), and Legal Occupations (1.3%) than the state.

The regional median hourly wage for all occupations was \$23.30, or \$1.81 higher than the statewide median. 15.9% of regional employment was in occupational groups with median hourly wages below \$15, and 32.2% of employment was in occupations groups with median hourly wages greater than \$30.

Table 4. Occupational Employment Statistics, 2020

Occupational Group	Metro Area				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	\$23.30	1,805,980	100.0%	1.0	\$21.49	2,880,650	100.0%
Office & Administrative Support	\$21.11	235,850	13.1%	1.0	\$20.03	363,800	12.6%
Sales & Related	\$16.72	175,320	9.7%	1.0	\$15.37	277,000	9.6%
Food Preparation & Serving Related	\$12.78	145,600	8.1%	1.0	\$12.43	244,300	8.5%
Business & Financial Operations	\$35.14	136,210	7.5%	1.3	\$33.87	171,550	6.0%
Transportation & Material Moving	\$18.19	128,390	7.1%	0.9	\$18.06	216,890	7.5%
Management	\$57.34	123,350	6.8%	1.2	\$52.70	170,650	5.9%
Production	\$19.54	111,670	6.2%	0.8	\$19.03	212,650	7.4%
Healthcare Practitioners & Technical	\$37.89	105,380	5.8%	0.9	\$36.07	190,800	6.6%
Healthcare Support	\$14.95	97,250	5.4%	1.0	\$14.81	163,160	5.7%
Education, Training & Library	\$25.44	93,700	5.2%	0.9	\$24.38	165,310	5.7%
Computer & Mathematical	\$44.06	83,840	4.6%	1.4	\$42.71	97,960	3.4%
Construction & Extraction	\$32.47	57,490	3.2%	0.9	\$28.97	104,900	3.6%
Installation, Maintenance & Repair	\$25.72	53,710	3.0%	0.9	\$24.31	100,060	3.5%
Building, Grounds Cleaning & Maint.	\$15.81	48,430	2.7%	0.9	\$15.23	83,860	2.9%
Personal Care & Service	\$13.98	44,540	2.5%	1.0	\$13.65	70,290	2.4%
Architecture & Engineering	\$39.81	40,170	2.2%	1.2	\$38.00	55,520	1.9%
Community & Social Service	\$23.79	32,620	1.8%	0.9	\$23.34	57,200	2.0%
Arts, Design, Entertainment & Media	\$26.54	28,040	1.6%	1.2	\$24.52	38,540	1.3%
Protective Service	\$21.78	27,830	1.5%	1.0	\$22.45	45,030	1.6%
Life, Physical & Social Science	\$36.17	19,520	1.1%	1.2	\$34.35	27,070	0.9%
Legal	\$39.47	15,960	0.9%	1.3	\$37.35	20,050	0.7%
Farming, Fishing & Forestry	\$17.13	1,140	0.1%	0.4	\$17.72	4,060	0.1%

Source: DEED Occupational Employment Statistics (OES)



DEED’s Employment Outlook tool also provide occupational projections for the period 2018-2028. These projections for the 7-County Metro Area show significantly higher employment growth in the following occupational groups: Personal Care and Service (+20.0%); Healthcare Support (+16.4%); Healthcare Practitioners (+12.2%); Computer and Mathematical (+11.3%); Community and Social Service (+10.7%); Legal (+10.4%); Life, Physical, and Social Science (+8.9%); and Construction and Extraction (+8.6%). Overall, 19 of 22 major occupational groups are expected to grow. Three groups are expected to decline including Production, Office and Administrative Support, and Sales. All occupational groups, including those expected to witness net employment loss through 2028, are projected to have a significant number of labor market exit openings. These are openings due to current workers retiring or otherwise leaving their occupations.

Occupations in Demand

Led by Healthcare, a wide array of occupations, with varying wages and educational requirements, were in demand in the 7-County Metro Area in 2020.

According to DEED’s Occupations in Demand tool, there were about 300 occupations with moderate-to-high demand in the region in 2020. Of these occupations 121 required a bachelor’s degree or more, 44 required some college or an Associate degree, and the remaining 135 required a high school diploma or less. Overall, about 40% of those in-demand occupations required a bachelor’s degree or more, while the remaining 60% required an Associate degree or less.

Broken down by occupational group, 52 of the 300 occupations with the highest demand in the region were Healthcare Support or Healthcare Practitioners and Technical Occupations. 38 of such in-demand occupations were in construction or installation and maintenance, 37 were in production or transportation, 23 were in management, 21 were in business and financial operations, 18 were in architecture and engineering, and 15 were computer occupations.

Table 5. Occupations in Demand by Typical Required Education in the Metro Area with Median Wage, 2020

High School or Equivalent	Postsecondary Non-Degree Award	Associate Degree	Bachelor's Degree or Higher
Home Health & Personal Care Aides (\$28,922)	Licensed Practical & Licensed Vocational Nurses (\$51,540)	Registered Nurses (\$85,602)	Software Developers & Software Quality Assurance Analysts (\$105,470)
Retail Salespersons (\$26,660)	Nursing Assistants (\$38,066)	Computer Network Support Specialists (\$65,304)	Market Research Analysts & Marketing Specialists (\$74,094)
Stockers and Order Fillers (\$31,456)	Medical Assistants (\$43,012)	Magnetic Resonance Imaging Technologists (\$82,199)	Construction Managers (\$96,646)
Customer Service Representatives (\$41,374)	Health Information Technologists & Surgical Assistants (\$81,921)	Web Developers and Digital Interface Designers (\$82,193)	Information Security Analysts (\$103,978)
Sales Representatives, Wholesale & Manufacturing (\$73,225)	Computer User Support Specialists (\$57,312)	Surgical Technologists (\$62,542)	Substitute Teachers, Short-Term (\$38,513)
First-Line Supervisors of Retail Sales Workers (\$45,504)	Medical Dosimetrists & Medical Records Specialists (\$53,709)	Clinical Laboratory Technologists and Technicians (\$54,660)	Substance Abuse & Mental Health Counselors (\$50,762)
Janitors & Cleaners (\$31,861)	Automotive Service Technicians & Mechanics (\$46,772)	Industrial Engineering Technologists and Technicians (\$54,934)	Computer Network Architects (\$116,165)
Social & Human Service Assistants (\$36,081)	Electricians (\$76,713)	Radiologic Technologists & Technicians (\$69,362)	Computer Systems Analysts (\$95,240)
Laborers & Freight, Stock, & Material Movers (\$36,000)	Dental Assistants (\$55,364)	Cardiovascular Technologists & Technicians (\$66,975)	Project Management Specialists & Business Operations Specialists (\$72,915)
Heavy & Tractor-Trailer Truck Drivers (\$52,337)	Heating, Air Conditioning, & Refrigeration Mechanics (\$62,385)	Environmental Science and Protection Technicians (\$53,923)	Financial Managers (\$133,235)
Pharmacy Technicians (\$40,284)	Emergency Medical Technicians & Paramedics (\$47,590)	Electrical and Electronic Engineering Technologists and Technicians (\$63,426)	Management Analysts (\$83,990)
First-Line Supervisors of Office & Administrative Workers (\$63,964)	Mobile Heavy Equipment Mechanics (\$63,760)	Diagnostic Medical Sonographers (\$82,328)	Special Education Teachers, Secondary School (\$67,521)
Maintenance & Repair Workers, General (\$47,330)	Industrial Machinery Mechanics (\$60,166)	Veterinary Technologists & Technicians (\$39,166)	Sales Managers (\$131,159)
Landscaping & Groundskeeping Workers (\$36,686)	Machinists (\$54,777)	Civil Engineering Technologists & Technicians (\$67,459)	Marketing Managers (\$141,221)
Light Truck Drivers (\$41,186)	Computer Numerically Controlled Tool Programmers (\$66,589)	Electro-Mechanical & Mechatronics Technologists & Technicians (\$63,725)	Mechanical Engineers (\$86,837)
Construction Laborers (\$59,834)	Tool & Die Makers (\$58,565)	Police & Sheriff's Patrol Officers (\$83,393)	Medical & Health Services Managers (\$110,599)
Secretaries & Administrative Assistants (\$43,549)	Electronic Equipment Installers & Repairers, Motor Vehicles (\$40,177)	Dental Hygienists (\$76,914)	Accountants & Auditors (\$70,916)
Phlebotomists (\$39,357)	Outdoor Power Equipment & Other Small Engine Mechanics (\$39,107)	Mechanical Engineering Technologists & Technicians (\$67,737)	Civil Engineers (\$93,662)
Ophthalmic Medical Technicians (\$53,661)	Electrical and Electronics Repairers, Powerhouse, Substation, & Relay (\$94,582)	Medical Equipment Repairers (\$48,953)	Industrial Engineers (\$94,434)
Operating Engineers & Other Construction Equipment Operators (\$74,804)	Hairdressers, Hairstylists, & Cosmetologists (\$31,145)	Respiratory Therapists (\$71,506)	Human Resources Specialists (\$66,510)

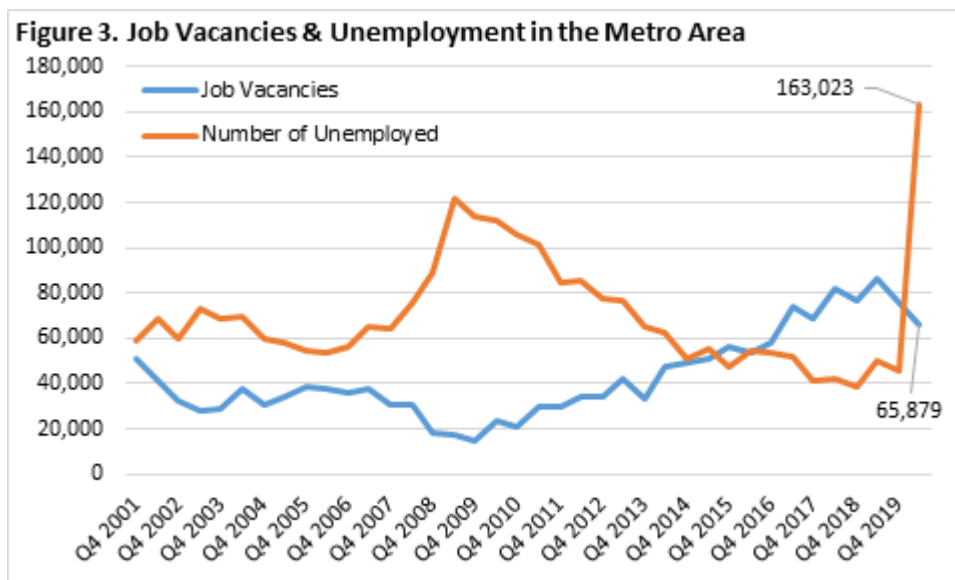
Source: DEED Occupations in Demand

Job Vacancy Survey

DEED's job vacancy data most recently shows hiring demand from the second quarter of 2020. This period reveals the highest rates of unemployment due to the COVID-19 pandemic. Despite higher unemployment and a decrease in the number of job vacancies, employers in the Metro Area reported nearly 66,000 total job vacancies during that time.

By industry sector, most vacancies in the Metro Area during the second quarter of 2020 were reported in Health Care and Social Assistance (14,849); Retail Trade (12,550); Accommodation and Food Services (7,901); Arts, Entertainment, and Recreation (4,316); Construction (3,338); Wholesale Trade (3,199); and Professional and Technical Services (3,068).

By occupational group, most vacancies in the Metro Area during the second quarter of 2020 were reported in Healthcare Support (8,626); Sales (8,183); Food Preparation and Serving (7,574); Healthcare Practitioners (6,060); Transportation and Material Moving (4,817); and Office and Administrative Support (4,117). Specific occupations with the most reported vacancies include Retail Salespersons, Stockers and Order Fillers, Fast Food and Counter Workers, First-Line Supervisors of Retail Sales Workers, Social and Human Service Assistants, Licensed Practical and Licensed Vocational Nurses, First-Line Supervisors of Food Preparation and Serving Workers, Customer Service Representatives, Sales Representatives, and Waiters and Waitresses.



Occupations in Demand – Metro Area

The Minnesota Department of Employment and Economic Development (DEED) annually updates its [Occupations in Demand \(OID\) tool](#). This tool lists current career opportunities in the state and its regions as determined by regularly updated local labor market data. This data includes job vacancies, occupational employment statistics, and UI claims. The tables below list those occupations in demand for the following career clusters:

- Construction
- Computer Science
- Engineering
- Exercise Science
- Finance and Accounting
- Healthcare
- Manufacturing
- Marketing and Sales

More information on career clusters can be found with DEED's [Career Pathways tool](#). The tables below are separated based off of the most common education needed by most workers to become fully qualified to work in an occupation.

Information in the tables includes:

- **SOC Code** – the Standard Occupational Classification (SOC) code is a federal standard used to classify workers into occupational categories and specific occupations. Using the SOC Code and Occupational Title, users can visit resources such as [O*Net Online](#), [Career One-Stop](#), the [Bureau of Labor Statistics' Occupational Outlook Handbook](#) (OOH), or [DEED's career tools](#) to do career exploration.
- **Star Ranking** – represents how favorable current demand conditions are for an occupation relative to other occupations in the same region. Occupations are rated using a combination of local labor market data, and then assigned an indicator from “Five Stars” (more favorable current demand conditions) to “One Star” (less favorable current demand conditions). These tables largely reveal those occupations with more favorable current demand (Three to Five Stars).
- **Median Wage** – the point at which half of all workers earn less and half earn more. Wage is defined by straight-time gross pay, including base pay, incentive pay such as commissions and production bonuses, and tips.
- **Growth Rate** – a measure of how fast an occupation is expected to create jobs over the most recent 10-year projection period. The current period is 2018 to 2028. The total of all jobs in the Metro Area is projected to grow by 5.3% between 2018 and 2028.
- **Total Openings** – a measure of how many jobs there will be in an occupation over the most recent 10-year projection period. The current period is 2018 to 2028. Total openings represent the sum of net new growth, labor market exit openings (openings due to current workers retiring or leaving the labor market), and occupational transfers (when workers switch jobs that involve a change in occupation).

High School Diploma or Equivalent

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Wage	Growth Rate	Total Openings
533032	Construction	Heavy and Tractor-Trailer Truck Drivers	Five Stars	\$52,337	4.9%	21,250
472061	Construction	Construction Laborers	Five Stars	\$59,834	11.0%	12,839
472073	Construction	Operating Engineers and Other Construction Equipment Operators	Five Stars	\$74,804	14.5%	5,649
471011	Construction	First-Line Supervisors of Construction Trades and Extraction Workers	Five Stars	\$82,056	9.7%	5,156
472021	Construction	Brickmasons and Blockmasons	Five Stars	\$68,621	9.2%	1,647
472131	Construction	Insulation Workers, Floor, Ceiling, and Wall	Four Stars	\$44,276	-1.3%	625
474090	Construction	Miscellaneous Construction and Related Workers	Four Stars	\$69,842	12.6%	678
472152	Construction	Plumbers, Pipefitters, and Steamfitters	Four Stars	\$86,628	12.4%	7,651
474051	Construction	Highway Maintenance Workers	Four Stars	\$55,563	4.3%	2,194
472051	Construction	Cement Masons and Concrete Finishers	Four Stars	\$56,548	11.2%	3,398
474011	Construction	Construction and Building Inspectors	Four Stars	\$78,027	5.9%	1,127
472121	Construction	Glaziers	Four Stars	\$58,802	3.5%	1,000
472141	Construction	Painters, Construction and Maintenance	Four Stars	\$56,544	2.8%	4,483
472031	Construction	Carpenters	Four Stars	\$62,995	6.5%	14,513
537051	Construction	Industrial Truck and Tractor Operators	Four Stars	\$45,291	5.8%	3,957
472181	Construction	Roofers	Three Stars	\$65,976	6.5%	1,028
474041	Construction	Hazardous Materials Removal Workers	Three Stars	\$47,626	16.1%	414
472071	Construction	Paving, Surfacing, and Tamping Equipment Operators	Three Stars	\$62,546	8.6%	449
472151	Construction	Pipelayers	Three Stars	\$64,308	12.4%	609
472044	Construction	Tile and Stone Setters	Three Stars	\$48,375	16.0%	653
537021	Construction	Crane and Tower Operators	Three Stars	\$78,197	0.9%	253
399031	Exercise Science	Exercise Trainers and Group Fitness Instructors	Four Stars	\$43,855	14.2%	9,885
399032	Exercise Science	Recreation Workers	Three Stars	\$29,176	9.8%	10,301
272022	Exercise Science	Coaches and Scouts	Three Stars	\$38,039	10.4%	5,671

312022	Exercise Science	Physical Therapist Aides	Two Stars	\$40,347	13.7%	235
292051	Exercise Science	Dietetic Technicians	Two Stars	\$36,576	9.4%	90
433031	Finance	Bookkeeping, Accounting, and Auditing Clerks	Five Stars	\$47,240	-4.2%	22,756
433021	Finance	Billing and Posting Clerks	Four Stars	\$45,416	9.9%	5,666
439041	Finance	Insurance Claims and Policy Processing Clerks	Four Stars	\$47,290	4.1%	6,107
132072	Finance	Loan Officers	Four Stars	\$78,565	9.0%	4,897
413021	Finance	Insurance Sales Agents	Four Stars	\$63,035	9.7%	6,931
413031	Finance	Securities, Commodities, and Financial Services Sales Agents	Four Stars	\$94,071	6.6%	8,364
433071	Finance	Tellers	Four Stars	\$32,301	-8.3%	3,384
131031	Finance	Claims Adjusters, Examiners, and Investigators	Three Stars	\$65,076	-3.8%	4,576
433011	Finance	Bill and Account Collectors	Three Stars	\$37,914	-6.7%	4,260
434131	Finance	Loan Interviewers and Clerks	Three Stars	\$43,002	9.1%	4,767
311120	Healthcare	Home Health and Personal Care Aides	Five Stars	\$28,922	34.9%	100,911
292052	Healthcare	Pharmacy Technicians	Five Stars	\$40,284	7.5%	4,283
319097	Healthcare	Phlebotomists	Five Stars	\$39,357	32.2%	1,535
292057	Healthcare	Ophthalmic Medical Technicians	Five Stars	\$53,661	11.0%	692
292081	Healthcare	Opticians, Dispensing	Five Stars	\$39,933	8.2%	1,209
292053	Healthcare	Psychiatric Technicians	Four Stars	\$35,706	NA	NA
319096	Healthcare	Veterinary Assistants and Laboratory Animal Caretakers	Four Stars	\$30,145	20.4%	1,923
319095	Healthcare	Pharmacy Aides	Three Stars	\$29,427	3.5%	114
319093	Healthcare	Medical Equipment Preparers	Three Stars	\$46,418	9.2%	836
537065	Manufacturing	Stockers and Order Fillers	Five Stars	\$31,456	1.1%	28,675
537062	Manufacturing	Laborers and Freight, Stock, and Material Movers, Hand	Five Stars	\$36,000	5.6%	43,338
519198	Manufacturing	Helpers-- Production Workers	Five Stars	\$30,379	12.9%	8,051
511011	Manufacturing	First-Line Supervisors of Production and Operating Workers	Five Stars	\$68,744	-1.4%	5,989
519061	Manufacturing	Inspectors, Testers, Sorters, Samplers, and Weighers	Four Stars	\$45,841	-19.4%	5,385

512028	Manufacturing	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	Four Stars	\$38,177	-2.1%	7,700
514121	Manufacturing	Welders, Cutters, Solderers, and Brazers	Four Stars	\$50,824	1.7%	4,033
519161	Manufacturing	Computer Numerically Controlled Tool Operators	Four Stars	\$48,443	-12.6%	1,571
537064	Manufacturing	Packers and Packagers, Hand	Four Stars	\$28,819	-1.0%	9,663
518091	Manufacturing	Chemical Plant and System Operators	Four Stars	\$54,378	-1.9%	616
514081	Manufacturing	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	Four Stars	\$41,545	-0.5%	1,697
514031	Manufacturing	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	Four Stars	\$45,676	-7.9%	3,251
514122	Manufacturing	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	Three Stars	\$47,394	-9.2%	331
514021	Manufacturing	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	Three Stars	\$44,029	-8.6%	1,106
519082	Manufacturing	Medical Appliance Technicians	Three Stars	\$51,241	14.1%	672
519083	Manufacturing	Ophthalmic Laboratory Technicians	Three Stars	\$34,273	15.9%	974
519081	Manufacturing	Dental Laboratory Technicians	Three Stars	\$41,388	14.0%	989
517011	Manufacturing	Cabinetmakers and Bench Carpenters	Three Stars	\$44,309	-3.0%	1,676
514023	Manufacturing	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	Three Stars	\$38,994	-6.8%	386
519023	Manufacturing	Mixing and Blending Machine Setters, Operators, and Tenders	Three Stars	\$42,366	2.2%	1,410
519011	Manufacturing	Chemical Equipment Operators and Tenders	Three Stars	\$46,675	4.0%	520
518021	Manufacturing	Stationary Engineers and Boiler Operators	Three Stars	\$66,009	3.3%	640

519032	Manufacturing	Cutting and Slicing Machine Setters, Operators, and Tenders	Three Stars	\$40,738	-3.3%	941
513011	Manufacturing	Bakers	Three Stars	\$32,886	3.6%	2,152
513092	Manufacturing	Food Batchmakers	Three Stars	\$34,283	6.2%	4,203
412031	Marketing	Retail Salespersons	Five Stars	\$26,466	-4.3%	123,614
411011	Marketing	First-Line Supervisors of Retail Sales Workers	Five Stars	\$43,413	-0.1%	25,895
414012	Marketing	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	Five Stars	\$68,288	2.9%	37,662
412011	Marketing	Cashiers	Five Stars	\$25,262	-2.9%	121,210
533031	Marketing	Driver/Sales Workers	Four Stars	\$25,384	-3.0%	12,136
413031	Marketing	Securities, Commodities, and Financial Services Sales Agents	Four Stars	\$86,479	7.7%	10,669
413091	Marketing	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	Three Stars	\$59,942	6.6%	29,944
419022	Marketing	Real Estate Sales Agents	Three Stars	\$40,271	3.2%	4,800
411012	Marketing	First-Line Supervisors of Non-Retail Sales Workers	Three Stars	\$81,868	2.4%	4,678
412022	Marketing	Parts Salespersons	Three Stars	\$34,169	-2.4%	6,300
119141	Marketing	Property, Real Estate, and Community Association Managers	Three Stars	\$61,959	3.6%	3,867

Postsecondary Nondegree Award

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
151232	Computer Science	Computer User Support Specialists	Five Stars	\$57,312	8.6%	9,506
472111	Construction	Electricians	Five Stars	\$76,713	8.9%	7,681
292061	Healthcare	Licensed Practical and Licensed Vocational Nurses	Five Stars	\$51,540	14.4%	9,168
311131	Healthcare	Nursing Assistants	Five Stars	\$38,066	4.4%	18,370
319092	Healthcare	Medical Assistants	Five Stars	\$43,012	20.4%	9,206
299098	Healthcare	Health Information	Five Stars	\$81,921	4.3%	333

		Technologists, Medical Registrars, Surgical Assistants, and Healthcare Practitioners and Technical Workers, All Other				
292098	Healthcare	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	Five Stars	\$53,709	9.7%	2,259
319091	Healthcare	Dental Assistants	Five Stars	\$55,364	12.6%	4,436
292040	Healthcare	Emergency Medical Technicians and Paramedics	Four Stars	\$47,590	9.1%	1,855
514041	Manufacturing	Machinists	Four Stars	\$54,777	0.9%	8,070
519162	Manufacturing	Computer Numerically Controlled Tool Programmers	Four Stars	\$66,589	18.2%	471
514111	Manufacturing	Tool and Die Makers	Four Stars	\$58,565	-9.6%	1,037

Associate Degree

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
151231	Computer Science	Computer Network Support Specialists	Five Stars	\$65,304	5.8%	2,851
151257	Computer Science	Web Developers and Digital Interface Designers	Five Stars	\$82,193	5.8%	2,388
173026	Engineering	Industrial Engineering Technologists and Technicians	Five Stars	\$54,934	1.9%	2,412
173023	Engineering	Electrical and Electronic Engineering Technologists and Technicians	Four Stars	\$63,426	-3.6%	1,059
173022	Engineering	Civil Engineering Technologists and Technicians	Four Stars	\$67,459	7.1%	1,394
173024	Engineering	Electro-Mechanical and Mechatronics Technologists and Technicians	Four Stars	\$63,725	0.0%	374
173027	Engineering	Mechanical Engineering Technologists and Technicians	Four Stars	\$67,737	-0.2%	1,011
173025	Engineering	Environmental Engineering Technologists and Technicians	Three Stars	\$52,185	1.2%	430
312011	Exercise Science	Occupational Therapy Assistants	Two Stars	\$54,686	32.3%	617

312021	Exercise Science	Physical Therapist Assistants	Two Stars	\$58,811	18.2%	1,583
291141	Healthcare	Registered Nurses	Five Stars	\$85,602	11.9%	25,966
292035	Healthcare	Magnetic Resonance Imaging Technologists	Five Stars	\$82,199	15.0%	256
292055	Healthcare	Surgical Technologists	Five Stars	\$62,542	11.2%	1,138
292010	Healthcare	Clinical Laboratory Technologists and Technicians	Five Stars	\$54,660	11.7%	3,340
292034	Healthcare	Radiologic Technologists and Technicians	Five Stars	\$69,362	11.0%	1,761
292031	Healthcare	Cardiovascular Technologists and Technicians	Five Stars	\$66,975	10.3%	351
292032	Healthcare	Diagnostic Medical Sonographers	Four Stars	\$82,328	16.8%	586
292056	Healthcare	Veterinary Technologists and Technicians	Four Stars	\$39,166	19.7%	1,897
291292	Healthcare	Dental Hygienists	Four Stars	\$76,914	12.8%	2,665
291126	Healthcare	Respiratory Therapists	Three Stars	\$71,506	10.0%	630
291124	Healthcare	Radiation Therapists	Three Stars	\$78,713	8.2%	43

Bachelor's Degree

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
151256	Computer Science	Software Developers and Software Quality Assurance Analysts and Testers	Five Stars	\$105,470	21.4%	18,228
151212	Computer Science	Information Security Analysts	Five Stars	\$103,978	29.2%	2,834
151241	Computer Science	Computer Network Architects	Five Stars	\$116,165	4.2%	2,167
151211	Computer Science	Computer Systems Analysts	Five Stars	\$95,240	8.5%	14,514
113021	Computer Science	Computer and Information Systems Managers	Five Stars	\$147,344	9.3%	7,622
151245	Computer Science	Database Administrators and Architects	Five Stars	\$101,050	8.3%	1,595
151251	Computer Science	Computer Programmers	Four Stars	\$88,605	-8.9%	2,276
151244	Computer Science	Network and Computer Systems Administrators	Three Stars	\$88,909	4.6%	4,730
119021	Construction	Construction Managers	Five Stars	\$96,645	9.1%	4,252
172141	Engineering	Mechanical Engineers	Five Stars	\$86,837	3.3%	4,541
172051	Engineering	Civil Engineers	Five Stars	\$93,662	8.5%	4,086

172112	Engineering	Industrial Engineers	Five Stars	\$94,434	8.0%	5,729
172071	Engineering	Electrical Engineers	Five Stars	\$103,486	4.0%	2,114
113051	Engineering	Industrial Production Managers	Five Stars	\$113,264	0.8%	2,390
119041	Engineering	Architectural and Engineering Managers	Five Stars	\$149,920	3.2%	2,536
172072	Engineering	Electronics Engineers, Except Computer	Four Stars	\$103,442	-4.8%	506
172081	Engineering	Environmental Engineers	Four Stars	\$88,048	8.9%	833
172031	Engineering	Bioengineers and Biomedical Engineers	Three Stars	\$114,183	3.2%	954
172131	Engineering	Materials Engineers	Three Stars	\$94,477	1.3%	194
172041	Engineering	Chemical Engineers	Three Stars	\$113,887	5.1%	123
172061	Engineering	Computer Hardware Engineers	Three Stars	\$108,734	-0.4%	548
172111	Engineering	Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	Three Stars	\$92,796	4.4%	237
299091	Exercise Science	Athletic Trainers	Three Stars	\$53,334	17.7%	383
291031	Exercise Science	Dietitians and Nutritionists	Three Stars	\$62,575	7.9%	556
291128	Exercise Science	Exercise Physiologists	Three Stars	\$57,766	15.3%	150
291125	Exercise Science	Recreational Therapists	One Star	\$60,175	8.4%	145
113031	Finance	Financial Managers	Five Stars	\$133,235	16.3%	12,545
132011	Finance	Accountants and Auditors	Five Stars	\$70,916	6.2%	19,278
131020	Finance	Buyers and Purchasing Agents	Five Stars	\$68,556	-5.9%	7,342
132031	Finance	Budget Analysts	Five Stars	\$80,355	1.4%	334
132041	Finance	Credit Analysts	Four Stars	\$80,272	5.5%	1,626
132098	Finance	Financial and Investment Analysts, All Other	Four Stars	\$85,204	7.0%	5,570
132061	Finance	Financial Examiners	Three Stars	\$87,937	9.3%	1,350
152011	Finance	Actuaries	Three Stars	\$100,836	29.8%	530
132052	Finance	Personal Financial Advisors	Three Stars	\$84,867	10.3%	3,390
119111	Healthcare	Medical and Health Services Managers	Five Stars	\$110,599	16.7%	5,514
299091	Healthcare	Athletic Trainers	Three Stars	\$53,334	17.7%	383
291031	Healthcare	Dietitians and Nutritionists	Three Stars	\$62,575	7.9%	556
291128	Healthcare	Exercise Physiologists	Three Stars	\$57,766	15.3%	150
131161	Marketing	Market Research Analysts and Marketing Specialists	Five Stars	\$70,902	19.5%	20,326
112021	Marketing	Marketing Managers	Five Stars	\$137,201	6.9%	8,621

131020	Marketing	Buyers and Purchasing Agents	Five Stars	\$66,017	-5.4%	10,034
112022	Marketing	Sales Managers	Five Stars	\$123,170	5.5%	11,186
112030	Marketing	Public Relations and Fundraising Managers	Four Stars	\$110,684	6.4%	1,899
273031	Marketing	Public Relations Specialists	Four Stars	\$60,530	6.1%	6,454
414011	Marketing	Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	Three Stars	\$73,308	7.5%	6,676

Graduate or Professional Degree

SOC Code	Career Cluster	Occupational Title	Star Ranking	Median Annual Wage	Projected Growth Rate	Projected Openings
151221	Computer Science	Computer and Information Research Scientists	Five Stars	\$129,273	25.1%	276
291123	Exercise Science	Physical Therapists	Four Stars	\$84,796	18.4%	1,876
291122	Exercise Science	Occupational Therapists	Four Stars	\$76,667	16.9%	1,425
291171	Healthcare	Nurse Practitioners	Five Stars	\$120,092	22.3%	1,975
291248	Healthcare	Surgeons, Except Ophthalmologists	Five Stars	NA	4.9%	227
291216	Healthcare	General Internal Medicine Physicians	Five Stars	NA	8.9%	327
291151	Healthcare	Nurse Anesthetists	Five Stars	\$181,392	20.5%	1,128
291215	Healthcare	Family Medicine Physicians	Five Stars	NA	12.9%	712
291221	Healthcare	Pediatricians, General	Five Stars	\$204,943	4.4%	225
291218	Healthcare	Obstetricians and Gynecologists	Five Stars	NA	5.1%	150
291071	Healthcare	Physician Assistants	Five Stars	\$119,579	27.5%	1,032
291228	Healthcare	Physicians, All Other; and Ophthalmologists, Except Pediatric	Five Stars	NA	10.0%	1,385
291051	Healthcare	Pharmacists	Five Stars	\$137,586	1.6%	1,728
291041	Healthcare	Optometrists	Four Stars	\$124,317	8.5%	276
291223	Healthcare	Psychiatrists	Four Stars	NA	17.5%	188
291127	Healthcare	Speech-Language Pathologists	Four Stars	\$79,538	25.2%	1,723
291123	Healthcare	Physical Therapists	Four Stars	\$84,796	18.4%	1,876
291131	Healthcare	Veterinarians	Four Stars	\$97,422	21.2%	574
291122	Healthcare	Occupational Therapists	Four Stars	\$76,667	16.9%	1,425
291021	Healthcare	Dentists, General	Three Stars	\$198,285	12.4%	574
291011	Healthcare	Chiropractors	Three Stars	\$85,080	3.6%	250
291161	Healthcare	Nurse Midwives	Three Stars	\$118,045	18.6%	170
291181	Healthcare	Audiologists	Three Stars	\$89,686	11.2%	81

ATTACHMENT H

Memorandum of Understanding Local Workforce Development Area 15 – Ramsey County 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 15 as required under the Workforce Innovation and Opportunity Act of 2014 (WIOA).

Parties to this Agreement include:

Workforce Innovation Board of Ramsey County (WIB) WDA #15, Chair, Karin McCabe
Ramsey County Commissioner, Jim McDonough

Partners			
Partner Name	Program	Program Authority	On-Site
Ramsey County Workforce Solutions (WFS)	Employment Services	WIOA Title I – Adult and Dislocated Worker programs	Yes
	WIOA Youth Program	WIOA Title I – Youth programs	Yes
	Employment Services	MN Statute 116L.17 – State Dislocated Worker Program	Yes
	Minnesota Youth Program	MN Statute 116L.56 – Minnesota Youth Program	Yes
	Temporary Assistance for Needy Families/Minnesota Family Investment Program	Social Security Act – part A of Title IV programs (TANF)	Yes
Dept. of Employment and Economic Development (DEED)	Job Service	WIOA Title III - Wagner-Peyser & Migrant Seasonal Farmworker Programs	Yes
	Employment Services	Trade Act Title II, Chapter 2 – Trade Adjustment Assistance (TAA)	Yes
	Vocational Rehabilitation Services	WIOA Title IV- Rehabilitation Act, Title I, Vocational Rehabilitation Services	Yes
	Veterans Services	Chapter 41 Title 38, USC - Jobs for Veterans	Yes
	Minnesota Unemployment Insurance	Unemployment Insurance programs authorized under state law	Yes
	State Services for the Blind	State Services for the Blind	No
Minneapolis American Indian Center	Native American Programs	WIOA Title I – Native American Programs	No

St. Paul Public Schools ISD #622 Community Ed ThinkSelf	Adult Basic Education (ABE)	WIOA Title II – Adult Education & Literacy	Yes
National Indian Council on Aging, Inc. Senior Service America	Senior Community Service Employment Program	Older Americans Act Title V – Senior Community Service Employment Program (SCSEP)	No
Saint Paul College Century College	Post-Secondary Career and Technical Education	Carl D. Perkins Career and Technical Education	No
Metropolitan State University	Higher Education		No
Community Action Partnership of Ramsey and Washington Counties	Community Services Block Grant Employment & Training Programs	Community Services Block Grant Act (42 U.S.C 9901)	No
Saint Paul Public Housing Agency	PHA Section 3 Job Skills and Employment Training	Department of Housing and Urban Development (HUD) – Employment and Training Programs	No
Hubert Humphrey Job Corps	Job Corps	Job Corps	No
Guadeloupe Alternative Program (GAP) Goodwill-Easter Seals Minnesota City Academy, Dayton’s Bluff Neighborhood	YouthBuild	YouthBuild	No
Goodwill-Easter Seals Minnesota	Reentry Employment Opportunities	US Department of Labor	No

Article I: One-Stop System Description

WDA 15's One-Stop system consists of one Comprehensive CareerForce Center, and two partner locations. In addition, services are available in multiple community sites:

Comprehensive CareerForce Center	Address
Minnesota CareerForce Center	540 Fairview Ave, Suite 103, St. Paul, MN 55104
CareerForce Center Partner Locations (Affiliate and Specialized)	Address
Ramsey County Resource Center	2266 2 nd Street N., North St. Paul, MN 55109
Ramsey County Government Center – East Building	160 Kellogg Blvd, Saint Paul, MN 55101

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: Ramsey County Workforce Solutions, 2266 2nd Street N., North St. Paul, MN 55109
- 3.Fiscal Agent: Ramsey County, 2266 2nd Street N., North St. Paul, MN 55109
- 4.Chief Elected Official: Jim McDonough, Ramsey County Courthouse, 15 W. Kellogg Blvd., St. Paul, MN 55101
- 5.One-Stop Operator: One Stop Operator Consortium: Job Service, Temporary Assistance for Needy Families, State Vocational and Rehabilitation Services, Lead agency: Workforce Solutions, 2266 2nd Street N., North St. Paul, MN 55109

Article II: Agreement Period

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

Article III: Partner Responsibilities

- A. All parties to this MOU will assume the responsibilities identified below, unless otherwise specified in this Article.
 - 1.Make the career services provided under the Partner's program available to individuals through the Area's One-Stop delivery system in accordance with Article IV of this MOU.
 2. Participate in cost-sharing activities as described in Article VI of this MOU and use a portion of funds made available to each partner's program—to the extent not inconsistent with the federal law that authorizes each partner program—to:
 - a. Create and maintain a Comprehensive One-Stop Center (i.e. CareerForce Center); and
 - b. Provide the services required under WIOA Section 121(e).

3. Remain as a party to this MOU throughout the Agreement period identified in Article II in order to participate in a One-Stop Center.
 4. Participate in the operation of the One-Stop Centers in accordance with the terms of this MOU.
 5. Membership can be amended if necessary by law, rule, or regulation. Additional partners can be added to this MOU by written notice to all partners. Existing partners may add additional program responsibilities in the same manner. If any existing partner objects to the WIB in writing within thirty (30) days of receiving such notice, the issue will be referred to the WIB for resolution.
- 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 WIB of any changes to the rules governing its respective program that impact the partner's performance under this MOU.
 3. Each partner must ensure compliance with One-Stop Center policies and procedures published on the DEED policy website.

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

All required one-stop partner programs are accessible on site at the comprehensive WDA 15 CareerForce Center per [20 CFR §678.305](#).

Method of Service Delivery and Referrals

Description

Brochures and program information- Partner

Program information from Partner agency is available in at least one of the three Ramsey County sites

Brochures and program information- CareerForce Center(s)

Program information from Ramsey County sites is available at Partner sites.

Direct referral- Partner

Staff at Ramsey County sites are familiar with the services of the Partner agency and makes a direct referral (warm hand-off) by calling Partner and/or completing requiring referral process with customer. Partners are available for follow up and are able to provide more in-depth information to each customer regarding services available at sites.

Direct referral- CareerForce Center(s)

Staff at Partner site is familiar with Ramsey County sites and makes a direct referral (warm hand-off) by calling site(s) and/or completing requiring referral process with customer. Ramsey

	County staff are available for follow up and are able to provide more in-depth information regarding programs and services.
Service coordination- Co Case Management	Partner staff and Ramsey County CareerForce Center(s) and sites staff work closely to make referrals, may send referral paperwork and data releases, may make joint phone calls or host joint meetings with mutual customers. The goal is to ensure that customers have one comprehensive goal action plan to follow and implement, and to provide customers with access to all the resources that can benefit the customer and customer's family.
Onsite customer visits	Partner staff visits Ramsey County CareerForce Center(s) and sites and brings in customers with them for a direct connection (warm hand-off).
Onsite staff visits	Partner staff visits Ramsey County CareerForce Center(s) and sites to provide service information to customers by participating in information fairs and events at site's physical location and/or participation in special events.
In person (Onsite) service or colocation of Partner staff	Partner Staff is onsite at Ramsey County CareerForce Center(s) and sites.
In person (Onsite) service or colocation of CareerForce Center staff	Ramsey County CareerForce Center(s) and sites staff is onsite at partner site.
Joint programming	Ramsey County CareerForce Center(s) and sites, and/or Workforce Solutions works collaboratively on a specific program or grant.

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

Partner Name: Ramsey County Workforce Solutions

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

Services Provided: Career services, training, support services and referrals.

Delivery Method(s): In person services available in Ramsey County Comprehensive CFC and Affiliate site.

Method of Referral: Direct referral- Partner and Direct referral- CareerForce Center(s) available for the Specialized Center. Service coordination- Co Case Management available with Temporary Assistance to Needy Families Program, Youth (WIOA Title I), and Minnesota Youth Program.

Partner Name: Ramsey County Workforce Solutions

Program Name: Youth (WIOA Title I)

Services Provided: Career/direct services to youth including subsidized work experiences, occupational and work readiness training, mentoring, financial literacy, support services and other employment & education supports.

Delivery Method(s): In person services available in Ramsey County Comprehensive CFC, Affiliate and other community locations convenient to youth. Specialized cohort programming.

Method of Referral: Direct referral- Partners and community members.

Partner Name: Minneapolis American Indian Center

Program Name: Native American Programs (WIOA Title I)

Services Provided: Employment and training services to American Indians, Alaskan Natives and Hawaiian Natives residing within a 71 county service delivery area which does NOT include Hennepin County (served by American Indian OIC/Takoda Prep) or the reservation boundaries (served by respective tribal programs). Eligible veterans and spouses receive priority of services.

Delivery Method(s): Brochures and program information- Partner.

Method of Referral: Direct referral- Partner.

Partner Name: Saint Paul Community Literacy Consortium (SPCLC)/St. Paul Public Schools, East Metro/ISD 622, & ThinkSelf Deaf Adult Basic Education (ABE)

Program Name: Adult Education and Literacy (WIOA Title II)

Services Provided: SPCLC and Metro East provide English Language Learning, adult basic education, GED and Adult Diploma, career pathways work, conditional work referral, Integrated English Literacy (IEL) Civics, and other collaborative programming in the area of ABE.

ThinkSelf Deaf ABE provides English Language Learning, adult basic education, GED and Adult Diploma, career pathways work, conditional work referral, IEL Civics, and other collaborative programming in the area of ABE for deaf adults.

Delivery Method(s): In person and online services at Affiliate and Specialized sites. Brochures and program information- Partner at all sites.

Method of Referral: Direct referral- Partner at all sites. Direct referral- CareerForce Center(s).

Partner Name: Dept. of Employment and Economic Development, Job Service

Program Name: Wagner-Peyser and Migrant Seasonal Farmworker Programs (WIOA Title III)

Services Provided: Job search, referrals, career exploration and technology access.

Delivery Method(s): In person and remote services available in Comprehensive CFC and Affiliate sites. Brochures and program information- Partner available in Specialized site.

Method of Referral: Direct referral- Partner. In person (Onsite) service or colocation of CareerForce Center staff.

Partner Name: Dept. of Employment and Economic Development Vocational Rehabilitation Services

Program Name: Vocational Rehabilitation Services (WIOA Title IV)

Services Provided: Referrals and integrated services.

Delivery Method(s): In person (Onsite) service or colocation of Partner staff at Comprehensive CFC. Brochures and program information- Partner. Brochures and program information- CareerForce Center(s).

Method of Referral: Direct referral- Partner at Affiliate and Specialized Centers. Direct referral- CareerForce Center(s) at Affiliate and Specialized sites. Service coordination- Co Case Management.

Partner Name: Ramsey County Workforce Solutions

Program Name: Dislocated Worker Program

Services Provided: Career services, training, support services and referrals.

Delivery Method(s): In person services available in Comprehensive CFC and Affiliate sites.

Method of Referral: Direct referral- Partner and Direct referral- CareerForce Center(s) available for the Specialized Center.

Partner Name: Ramsey County Workforce Solutions

Program Name: Minnesota Youth Program

Services Provided: Career/direct services to youth including subsidized work experiences, work readiness training and support services.

Delivery Method(s): In person services available in Comprehensive CFC, Affiliate, and other community locations convenient to youth

Method of Referral: Direct referral- Partner and community members.

Partner Name: Dept. of Employment and Economic Development, Veterans Services

Program Name: Veterans Employment Services

Services Provided: Business services to employers hiring veterans. Employment, reemployment and educational assistance to veterans, including individualized career guidance services, workshops and priority of service referrals.

Delivery Method(s): In person services available at the Comprehensive CFC. Brochures and program information- Partner available at Affiliate and Specialized sites.

Method of Referral: Direct referral- Partner.

Partner Name: Dept. of Employment and Economic Development, Job Service

Program Name: Unemployment Insurance programs

Services Provided: Onsite orientations for eligible persons at Comprehensive and Affiliate Sites.

Delivery Method(s): In person services available in Comprehensive CFC and Affiliate sites.

Method of Referral: Direct referral- Partner available at Specialized site.

Partner Name: Ramsey County Workforce Solutions

Program Name: Temporary Assistance to Needy Families Program

Services Provided: Public Assistance Employment programming.

Delivery Method(s): In person services available in Affiliate and Specialized sites.

Method of Referral: Direct referral- Partner (Comprehensive CFC site).

Partner Name: MET (Motivation Education & Training, Inc.)

Program Name: Senior Community Service Employment Program (Older Americans Act Title V)

Services Provided: Paid, part-time, community service employment training for unemployed, low-income seniors with poor employment prospects.

Delivery Method(s): Brochures and program information- Partner. Service coordination- Co Case Management.

Method of Referral: Direct referral- Partner.

Partner Name: National Indian Council on Aging, Inc.

Program Name: Senior Community Service Employment Program (Older Americans Act Title V)

Services Provided: Senior Employment Services (SCSEP Grant Project Direction).

Delivery Method(s): Oversight of SCSEP.

Method of Referral: Direct referral- Partner.

Partner Name: Dept. of Employment and Economic Development, Trade Adjustment Assistance

Program Name: Trade Adjustment Assistance (Trade Act Title II)

Services Provided: Employment services based on eligibility for Trade Adjustment Assistance.

Delivery Method(s): In person services available in Comprehensive CFC and Affiliate site.

Method of Referral: Brochures and program information- Partner available at Specialized site. Direct referral- Partner available at Specialized site.

Partner Name: Saint Paul College and Century College

Program Name: Carl D. Perkins Career and Technical Education

Services Provided: Education, college preparedness, assessments, and referrals.

Delivery Method(s): Brochures and program information- Partner, Brochures and program information CareerForce Center(s).

Method of Referral: Direct referral- Partner.

Partner Name: Metropolitan State University

Program Name: Higher Education Partner

Services Provided: Education – Bachelor/Graduate degrees, assessments, and referrals.

Delivery Method(s): Brochures and program information- Partner.

Method of Referral: Direct referral- Partner.

Partner Name: Community Action Partnership of Ramsey & Washington Counties

Program Name: Community Services Block Grant Employment & Training Programs

Services Provided: Employment search and support, training, financial education, VITA tax clinic, and car ownership program.

Delivery Method(s): Brochures and program information- Partner.

Method of Referral: Direct referral- Partner.

Partner Name: Saint Paul Public Housing Agency

Program Name: PHA Section 3 Job Skills and Employment Training

Services Provided: Housing assistance.

Delivery Method(s): Brochures and program information- Partner.

Method of Referral: Direct referral- Partner. Direct referral- CareerForce Center(s).

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

Program Name: State Services for the Blind (WIOA Title IV, Older Blind Program & Communication Ctr)

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

Delivery Method(s): Brochures and program information- Partner

Method of Referral: Direct referral- Partner.

Partner Name: Hubert Humphrey Job Corps Center

Program Name: Job Corps (WIOA Title I)

Services Provided: Education and employment services.

Delivery Method(s): Brochures and program information- Partner. Brochures and program information- CareerForce Center(s).

Method of Referral: Direct referral- Partner. Direct referral- CareerForce Center(s), Onsite customer visits.

Partner Name: Change Inc. (formerly known as Guadalupe Alternative Program)

Program Name: YouthBuild

Services Provided: Educational programming, work readiness, leadership and referrals.

Delivery Method(s): Brochures and program information- Partner. Brochures and program information- CareerForce Center(s).

Method of Referral: Direct referral- CareerForce Center(s).

Partner Name: Goodwill-Easter Seals Minnesota

Program Name: YouthBuild

Services Provided: Educational programming, work readiness, carpentry training, leadership and referrals.

Delivery Method(s): Services are delivered online, classroom and in carpentry settings. Program information is available via the partner website and brochures.

Method of Referral: Direct referral- Partner. Onsite staff visits.

Partner Name: Dayton's Bluff Neighborhood Housing/City Academy

Program Name: YouthBuild

Services Provided: Education, Job Training, Career Exploration, Mentoring

Delivery Method(s): Services are delivered in a classroom setting and on job sites. Brochures and program information- Partner

Method of Referral: Direct referral- Partner

Partner Name: Goodwill-Easter Seals Minnesota

Program Name: Reentry Employment Opportunities

Services Provided: Case Management, work readiness, job placement, mentoring, and referrals.

Delivery Method(s): Services are delivered in-person and virtually. Brochures & program information - Partner

Method of Referral: Direct referral- Partner. Onsite staff visits.

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 Career Labs; 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; and the use of other on-line resources to promote the system, such as web posts, Facebook or Twitter.

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

Article VI: Funding/Resource Sharing

Infrastructure Funding Agreements (IFAs) for the WDA 15 Career Force Centers are attached to this MOU. These documents are serving as interim IFAs for the first six months of the time period of this MOU per part (c) of [20 CFR §678.715](#).

A. One-Stop Funding/Resource Sharing Requirements:

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

B. One-Stop Operating Costs:

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

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 WIB 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 WIB and partners. However, any single partner may request to terminate its participation as a party to this MOU. In such an event, the WIB will provide written notice within sixty (60) days of the request to all remaining partners. The WIB 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 WIB 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 WIB as soon as possible. WIB 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 WIB, 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 removal of a partner from this MOU.
 2. Removal 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 WIB, the Chief Elected Official, 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 WIB 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 WIB 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 WIB. 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 WIB within the specified timeframe.
 4. WIB will review the listed questions/concerns and will issue a response within thirty (30) days of receipt of the list. If WIB 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 the WIB for the final signature.
 6. The WIB 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 WIB 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 WIB 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 publicly 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.

ATTACHMENT I

Ramsey County Infrastructure Funding Agreement