

SUMMARY FROM  
MINNESOTA'S  
**WIOA**  
Regional  
Plans

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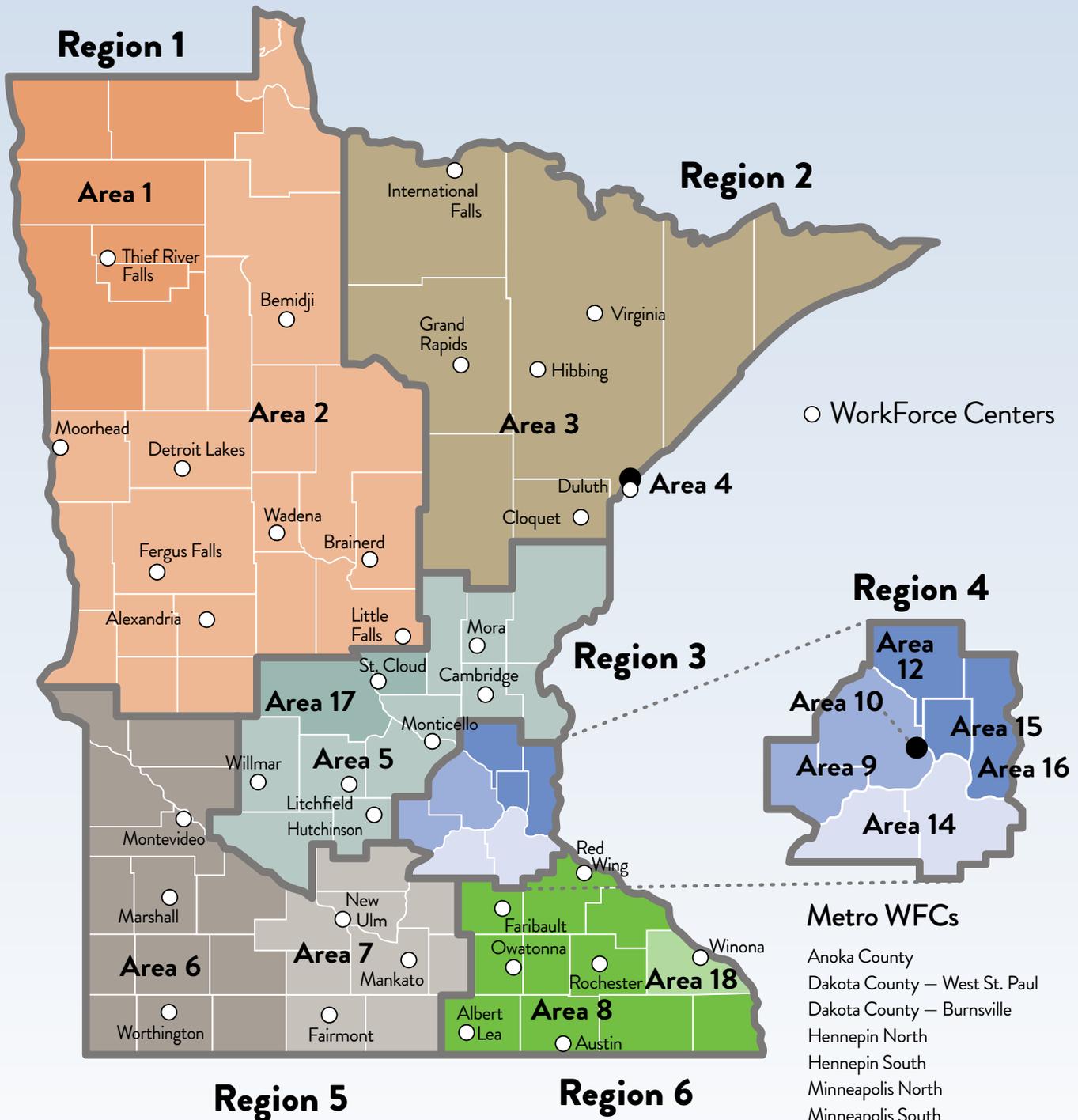






# Regional Workforce Development Area Regions

## Local Workforce Development Areas



- Metro WFCs**
- Anoka County
  - Dakota County – West St. Paul
  - Dakota County – Burnsville
  - Hennepin North
  - Hennepin South
  - Minneapolis North
  - Minneapolis South
  - Ramsey County – North St. Paul
  - Ramsey County – St. Paul
  - Scott County
  - Washington County – Cottage Grove
  - Washington County – Forest Lake
  - Washington County – Woodbury

# INTRODUCTION

This report summarizes the planning conducted across the state to launch Minnesota's Regional Plans during the summer of 2017. The publication captures many unique assets and challenges each planning region identified, analyzed and mapped to a work plan.

## NEW REGIONAL PLANNING REQUIREMENT

The Workforce Innovation and Opportunity Act (WIOA) was signed on July 22, 2014. It charged state and local elected officials and workforce boards with the responsibility to develop strategic local, regional and state plans. The US Department of Labor issued guidance that a Regional Plan must align with the State Plan and be developed collaboratively by two or more Local Workforce Development Boards and Chief Elected Officials. Regional boundaries are to be identified by the State in order to align workforce development activities and resources with larger economic development areas and available resources. Regional Plans are the big picture of a region's economy and workforce environment. They outline a four-year approach to develop, align and integrate service delivery strategies and resources among multiple local workforce development areas.

## MINNESOTA'S REGIONAL PLANNING PROCESS

Minnesota's approach to regional planning was based on WIOA requirements and our experience working in partnership with the Humphrey Institute of Public Policy and the Harvard School of Business in the mid 2000's on regional economies.

The State designated six workforce development planning regions. The process of identifying regions considered factors such as geographical size, population, migration patterns, and the workforce market. Minnesota's six workforce regions align with its sixteen Local Workforce Areas and its federal Economic Development Areas.

The regional plans contain two components – a narrative telling the story of the region; and a work plan outlining activities for the first two years of the regional plan.

## MINNESOTA'S REGIONAL PLAN ELEMENTS

Each Regional Plan showcases a distinctive regional economy and its respective strategies, actions and outcomes. The plans introduce and often enhance current initiatives that reflect each region and the spirit and intent of WIOA. The six written regional plans and their action-oriented work plans are posted on [MN.GOV/GWDB](http://MN.GOV/GWDB).

This summary report categorizes and highlights six common Regional Plan accomplishments.

### ■ Regional leadership established

The purpose for establishing regional leadership is to ensure ownership and accountability for regional planning and oversight. This also allows local boards to establish different relationships and strategies than traditionally accomplished at the local level.

### ■ Regional service delivery identified

The purpose for regional service delivery is to identify new efficiencies and approaches that enhance customer outcomes and leveraging of resources across city and county boundaries.

### ■ Regional equity strategies defined

The purpose for equity strategies is to meet the Governor's priorities in the State Combined Plan to address inequities in educational and employment outcomes for communities of color and individuals with disabilities.

### ■ Regional Industry partnerships determined

The purpose for industry partnerships is to meet the Governor's priorities in the State Combined Plan to support Career Pathway development through industry led sector partnerships.

### ■ Regional stakeholder engagement summarized

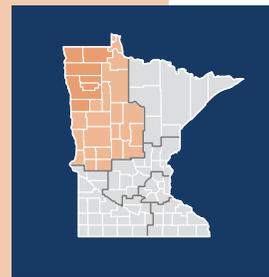
The purpose for stakeholder engagement is to meet a State Combined Plan requirement for Career Pathway design. Bringing stakeholders together to understand the needs of business and identified equity populations is key to improving Career Pathway design.

### ■ Regional accountability framework

The purpose for an accountability framework is to provide a transparent measure of how progress is being made on the regional plans. This will be accomplished with individualized regional measures and a state-wide regional dashboard.

## WIOA Regional Workforce Development Area Plan Summary – Region 1

**Region 1** is the Northwest Private Industry Council (NWPIC) and the Rural Minnesota Concentrated Employment Program, Inc. (RMCEP). This region is comprised of 25 counties in northwest Minnesota.



### REGIONAL LEADERSHIP

NWPIC and RMCEP personnel and LWDB members met and became the Regional Workforce Alliance. To develop their regional plan, they held joint meetings, solicited stakeholder engagement, evaluated current service arrangements of Memorandums of Understanding (MOUs) in both local areas, integrated input, established a strategic direction, and approved the final plan. The Regional Workforce Alliance oversees the Regional Plan's implementation and evaluation.

### REGIONAL SERVICE DELIVERY

The Regional Workforce Alliance is developing systems approaches for customers, agencies, and regional approaches that can be articulated by all staff. Strategies include identification, development and implementation of culturally diverse employment and training service delivery methods that utilize the connections made following participation in Marnita's Table. Service delivery projects include expanded access to services such as implementation of the Mobile Workforce Center and examining operation hours to maximize access to services, especially for clients with barriers and those residing in smaller communities.

The region is identifying the skills and credentials for occupations in their career pathways consistent with sector input and career advancement continuums. This ensures that core program activities are aligned with sector partnerships. Entry to all the career pathways will be closely aligned with Adult Basic Education (ABE); this includes contextualized bridge courses.

### REGIONAL EQUITY EFFORTS

The region's outreach and inclusion includes establishing regular meetings and engaged conversations with individuals, leaders and entities representing populations experiencing disparities in employment. The focus is to understand the needs and barriers and identify culturally-specific methods to eliminate disparities in employment.

Stakeholder input is integral in the development process of strategies to address discrepancies and align workforce development to meet the needs of Region 1's Native American population. This population has high

unemployment on three reservations and high levels of poverty. Tribal Partners expressed interest in developing Career Advising at the Tribal Colleges. In early 2017, the Regional Workforce Alliance gained representation from Somalis and Native American populations. The region will examine methods to train employers about new Americans.

### REGIONAL INDUSTRY PARTNERSHIPS

Sector partnerships include education, healthcare, agriculture, manufacturing and wholesale distribution. Sector development communities will engage business and trade associations. The Career Pathways partnerships are business led. Planned efforts include mapping career pathways according to sector input and utilizing industry validated career pathway models in service delivery. The region will develop a business sector survey, integrate appropriate sector strategies and engage a Business Sector Champions Committee.

### REGIONAL STAKEHOLDER ENGAGEMENT

Stakeholders participated in Labor Market Information (LMI) meetings and have a regional profile of trends, workforce conditions and future needs. Attendees represented the region's diverse populations and service providers including social services workers, financial workers, and membership from the local Tribal College, ABE, and Leech Lake Band of Objiwe. Future meetings with industry and related Subject Matter Experts (SMEs) will continue career pathway model identification. The region and its stakeholders will host Occupations in Demand validation sessions in each Economic Development Region to identify employment disparities, analyze existing data and then use the findings to determine regional needs.

### REGIONAL ACCOUNTABILITY

The Regional Workforce Alliance established goals for the next year. (1) Conduct a regional Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis / Risk Assessment to build on collective strengths and successes and strengthen weaknesses. The SWOT analysis will include an examination of strategic, financial governance, operational and regulatory issues. (2) Develop a collective vision for a skilled workforce and a common work plan.

## WIOA Regional Workforce Development Area Plan Summary – Region 2

**Region 2** is the Northeast Minnesota Office of Job Training (NEMOJT) and the City of Duluth. This region is comprised of 7 counties in northeast Minnesota.



### REGIONAL LEADERSHIP

Using an MOU, the Regional Leadership Team documented its scope, responsibilities, reporting mechanism and committee membership. Leadership engaged key stakeholders representing affected populations in the planning. This region's approach to enriching what they know is listening, asking questions, examining data, asset mapping, engaging a wider and new group of stakeholders, collaboration analysis and implementation, setting goals, and evaluating outcomes.

### REGIONAL SERVICE DELIVERY

The region has existing agreements for WIOA services, special projects, co-enrollment, cross-referrals, dislocated worker services and will develop additional agreements to support the regional coordination of professional development for staff and LWDBs, marketing and communication of programs, events and initiatives, and career pathways.

### REGIONAL EQUITY EFFORTS

The Regional Asset Mapping Initiative was conducted to increase understanding of populations that lack services geographically or programmatically and the providers serving populations experiencing inequities. The Blandin Foundation's study of individuals who are underemployed, unemployed (short-and long-term) and individuals who are on public assistance provided insight into their need.

The region has a strategy and process to make their region's WorkForce Centers more welcoming to all people. They will engage identified populations in designing career pathways.

### REGIONAL INDUSTRY PARTNERSHIPS

The region selected healthcare and skilled construction trades as areas of strategic focus and targeted development of sector strategies. These industries and occupations top this region's jobs in demand list, have clear career pathways and offer family-sustaining wages. Skills needed by the construction industry are common to other key industries, making this work applicable across the regional economy.

The Healthcare employer-led sector partnership used LMI to identify demand occupations. Employers are actively engaged in a working group, career pathways have been defined, a successful pathways training initiative has been developed and implemented, and regional sector work is underway.

### REGIONAL STAKEHOLDER ENGAGEMENT

The Local Workforce Development Board (LWDB) members and staffs regularly participate in economic development committees, organizations, and collaboration opportunities. They are engaging with Arrowhead Regional Development Commission's Comprehensive Economic Development Strategy (CEDS) regarding human capital and talent development. Outcomes may include new initiatives, refocusing current initiatives and programming, and /or aligning system resources with the strategies outlined in the CEDS report, producing a regional talent summit, and compiling a regional skills assessment.

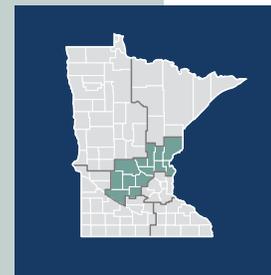
Regional efforts are underway to engage those directly experiencing barriers to employment including African American and Native American populations, individuals with disabilities and individuals/families in poverty.

### REGIONAL ACCOUNTABILITY

The Northeast Regional Leadership Team will coordinate plans and priorities with economic development entities to ensure alignment, raise awareness, and increase access to workforce development resources, initiatives and participations. The LWDBs have identified a timeline and individuals to participate in a formal process to negotiate local levels of performance.

## WIOA Regional Workforce Development Area Plan Summary – Region 3

**Region 3** is Career Solutions, formerly the Stearns-Benton Employment & Training Council and the Central Minnesota Jobs & Training Services (CMJTS). This region is comprised of 13 counties in central Minnesota.



### REGIONAL LEADERSHIP

The two LWDBs in this region created the Region 3 Leadership and Planning Board (R3LPB). The R3LPB oversees the strategic direction of the regional planning process, reviews labor market and economic data, identifies sectors, shares resources and collaborates to seek additional funding.

### REGIONAL SERVICE DELIVERY

The region established a strategic direction for career, training and support needs for targeted populations. Their Disability Employment Initiatives' (DEI) career pathways approach to training is reflected in their resources toolkit for individuals with disabilities. The area's Construct Tomorrow event targets High School students to increase understanding of the construction union apprenticeship training centers and training and education in the trades. The region will expand facilitated career workshops in county jails to locations without these services.

### REGIONAL EQUITY EFFORTS

Community leaders and organizations that serve disadvantaged populations provided input, feedback and engagement in the development of strategies to address their unique needs, identify barriers and increase successful outcomes. They plan to convene Bias Reduced Hiring training for regional employers.

The region evaluated its boards and committees to identify gaps in representation of diverse constituencies and developed a plan to increase membership diversity. The executive leadership and staff attended Understanding White Privilege training provided by the College of St. Scholastica to better understand what it is, how it is conferred and what individuals can do to promote fairness and equity. Leadership participated in Implicit Bias diversity training at Anoka Ramsey Community College and attended CLIMB Theatre's Feeling History, African American Reach for Equality. Leadership learned about America's history of racism and how it continues to shape the experience of African Americans. Region 3 is active in the Central Minnesota Immigrant Employment Connection Group.

### REGIONAL INDUSTRY PARTNERSHIPS

Regional data analysis indicated that manufacturing and healthcare are demand driven sectors. A healthcare summit series pinpointed regional hiring challenges faced by nursing homes, residential care facilities and ambulatory services. The region is coordinating manufacturing career pathways opportunities and is engaged with the Central Minnesota Manufactures Association. Plans are underway for a manufacturing sector-led summit to identify the sector's strengths, needs and outlook. The region is experienced in working with employers, private and public training providers and union labor organizations to provide work-based learning opportunities. They will continue these initiatives through on-the-job training, registered apprenticeship, work experience and transitional jobs, workforce protégé and incumbent worker training.

### REGIONAL STAKEHOLDER ENGAGEMENT

Stakeholder populations experiencing inequities include these social identity categories: veterans and eligible spouses, individuals with a criminal history, women, LGBT, persons of color, immigrants, older workers, individuals with disabilities, youth, and high-need adults including low-income individuals and individuals who are basic skills deficient. A relationship with the African Development Center (ADC) will help to understand the education, employment and cultural factors affecting and influencing immigrant populations. This is part of a collaboration of St. Cloud community businesses and organizations that are working with the Somali population.

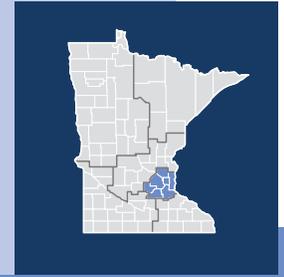
The region's work plan contains an extensive list of regional economic development entities and their initiatives. Regional leaders and LWDB members are active in a wide-range of economic development strategies and planning; initiatives to attract high-wage, technology-based jobs; collaboration on business recruitment, retention and expansion; entrepreneurial activity; job growth and occupational diversity. Post-secondary education partnerships include developing new and expanding current relationships with the Minnesota State Multicultural Outreach Coordinators and the University of Minnesota Extension Services – Southwest Region.

### REGIONAL ACCOUNTABILITY

The region established a process and identified members to be on their performance standards roster.

## WIOA Regional Workforce Development Area Plan Summary – Region 4

**Region 4** is Hennepin/Carver, Counties, the City of Minneapolis, Anoka County, Dakota/Scott Counties, Ramsey County and Washington County. This region is comprised of 6 counties.



### REGIONAL LEADERSHIP

The Greater Metropolitan Workforce Council (GMWC) coordinated the development of the regional plan. This region will expand its GMWC governance structure. GMWC Board membership will include local elected officials from each LWDA, the LWDB Chairs or designated business representatives from priority industry sectors in the six LWDAs and up to 13 representatives of other critical stakeholders. The GMWC will re-brand and invest in regional staff to elevate its work and position the new board as the lead voice for workforce development in the region.

### REGIONAL SERVICE DELIVERY

Those involved in local service delivery efforts share the goal of and currently work to eliminate the region's racial disparities; however, after a SWOT analysis, regional resources are not up to the task. The region will share select "back office" functions using an MOU template for service partners, criteria for affiliate recognition, share staff and board training and materials, define staff and partner protocols, convene frontline staff, and conduct continuous improvement. The region will expand their current contact management system and consider supplementing the statewide system with a regional case management system. It will analyze the services at its physical locations and online with a focus on youth, adults with barriers to employment and culturally-specific service delivery.

### REGIONAL EQUITY EFFORTS

The region's top priority is eliminating racial disparities in employment. Their focus is on African Americans and American Indians because these communities have the deepest disparities in this region. The region will work with community-based organizations (CBOs) that have expertise in and experience with serving these individuals. They will focus on career pathways. This includes data sharing and coordination with CBO partners and other public programs serving specific populations and geographies.

An annual assessment of the composition of the LWDBs segmented by business sector, race / ethnicity and gender will be conducted. Findings will aid in regional priorities alignment and strategies designed to increase LWDB diversity.

### REGIONAL INDUSTRY PARTNERSHIPS

The region's sector partnerships will include multiple voices and organizations with expertise in serving diverse populations. Regional leaders understand that open lines of communication and engagement are critical to sector partnership success. Sector strategies will leverage existing sector work, define the roles and responsibilities of participants and encompass a range of options.

The region will share a robust approach to career pathway development in the identified industry sectors and occupational clusters. Sector "tables" will be convened to explore barriers to employment outcomes for the region's targeted populations such as hiring bias and workplace culture issues. Organizations representing targeted populations are participating in the sector tables. The region will identify CBO partners and potential funding sources to support operations of their sector tables.

### REGIONAL STAKEHOLDER ENGAGEMENT

A wide range of 280 individuals from the region representing CBOs, mandated partners, WorkForce Center staffs and business leaders were engaged contributors to the regional plan. Regional stakeholders include multiple Economic Development partners. Economic Development has a defined and key role in support of the sector strategies and sector tables. One regional economic development stakeholder strategy is to bi-annually convene local City and County economic development professionals for a briefing on the region's labor market trends, sector strategies and workforce.

### REGIONAL ACCOUNTABILITY

The region identified staff from each LWDA and defined a process to develop performance goals. Process elements include (1) reviewing data to make informed decisions, (2) seeking and utilizing input from service providers, (3) aligning services, and (4) establishing regional goals for populations historically underserved. The region is using a continuous improvement process to track progress toward their milestones. Regional leadership will develop and host an annual regional workforce summit to convene stakeholders and evaluate progress.

## WIOA Regional Workforce Development Area Plan Summary – Region 5

**Region 5** is the Southwest Minnesota Private Industry Council, Inc. (SW MN PIC) and the South Central Workforce Council. This region is comprised of 23 counties in southwestern Minnesota.



### REGIONAL LEADERSHIP

The Regional Leadership Team (RLT) has been operational since April 2016. It designed and follows a business process to engage diverse populations in strategic planning. This includes strategic use of existing agreements, intentional efforts to be inclusive, expanding leadership diversity, examining assets, conducting a gap analysis and reporting the findings. The goals include aligning administrative processes and local workforce development policies, stakeholder engagement through regional forums and events, providing staff professional development and responding to grant opportunities.

### REGIONAL SERVICE DELIVERY

To strategically address the shortage of skilled workers through sector-based career pathways, the region will expand its communication to business and target populations. Current partnerships with local school districts in the region will expand to increase student and parent career awareness. An asset map of career and workforce development services will be used to align and target resources to fill the gaps.

The region is exploring methods to “meet customers where they are” culturally and adapt practices to the specific needs of students, interns and employees. Regional employer services include facilitating workshops on intentional hiring practices to reflect changing demographics and achieve equitable representation in the workplace, connection assistance to build relationships with formal and informal community liaisons, connectors to help individuals navigate the hiring and on-boarding process, sharing employer best practices, and how to connect with English as a Second Language courses.

### REGIONAL EQUITY EFFORTS

The region has an action-oriented strategy to increase the diversity on LWDBs, committees and staff, and to improve access to LWDB meetings. The LWDBs are creating a pipeline of diverse board representation through engaging diverse communities on committees in an effort to develop relationships and in preparation to serve as board members as vacancies occur. The LWDBs will explore satellite sites and technology to increase access.

The region sponsors community engagement events about workforce development issues. These events develop and strengthen relationships with community partners and communities of color and are a direct connection to populations experiencing employment disparities. Additionally, the region has partnerships with Initiative Foundations, Education Service Cooperatives, employers and organizations representing communities of color. The LWDBs also sponsors workforce development events, including the *Power of Different* and *Time to Talk* events focused on inclusiveness and diversity.

### REGIONAL INDUSTRY PARTNERSHIPS

This region is an early implementer of career pathways. It has received statewide and national recognition for this leadership. They have the capacity and capability to form strong industry partnerships. They draw from that experience to identify new career pathways. The region has or is in the process of implementing multiple career pathway sector strategies, career exploration activities, and work-based learning strategies such as internships, apprenticeships and incumbent worker training.

### REGIONAL STAKEHOLDER ENGAGEMENT

The region held two regional planning forums in two separate communities. These forums gathered input from 145 businesses, education, economic development, partner/service agencies and elected officials. The forums facilitated connections between education and businesses. Future plans for the LWDBs include continued engagement of businesses and stakeholders through industry-led sector partnerships to identify workforce issues and implement workforce system solutions.

### REGIONAL ACCOUNTABILITY

There is an established performance process. The region identified individuals to be involved in performance negotiations. The region identified goals, including a goal to advance career pathways as a system throughout their region. The region continues to strategize on ways to assist populations experiencing employment and education disparities. As evidence of their long-term commitment, in mid-2018, the RLT will assess their milestones, progress and outcomes. They will use the findings to make adjustments, set new goals and define their PY18-19 strategies.

## WIOA Regional Workforce Development Area Plan Summary – Region 6

**Region 6** is Workforce Development, Inc. (WDI) and the Winona County Workforce Development Board. This region is comprised of 11 counties in southeastern Minnesota.



### REGIONAL LEADERSHIP

The region established a Regional Oversight Committee and an MOU to formalize its partnership structure and operation. Their priorities are (1) higher education and community career pathways; (2) career planning efforts including K-12 schools; (3) outreach and support services to special populations including veterans, older workers, offenders, persons with disabilities and minorities. Regional service strategies align with these priorities.

### REGIONAL SERVICE DELIVERY

This region split its service delivery into two phases. The first phase is design. In this phase, the region inventoried assets and gaps and introduced solutions including specific youth initiatives and young adult career pathways. The second phase is direct system alignment. This phase includes shared program, training and support service policies and practices between the LWDBs to support service alignment, shared program policies and a public awareness and marketing campaign for the sector initiatives.

### REGIONAL EQUITY EFFORTS

After an event focused on diversity and inclusion, the region formed Equity Taskforces. Taskforce members provide input, make connections, and engage in process improvement for the benefit of the region's diverse customers and community members. The region's Equity Taskforces include: Emerging Workforce (Out-of-School Youth), MaxAbility Employment (persons with disabilities), Salute Southern MN (Veteran's Network), Diversity and Inclusion with subcommittees of (1) Racial Equity, (2) Formerly Incarcerated, and (3) Women in Non-Traditional Employment.

The Marnita's Table event underscored the need for (1) employer education and engagement and (2) intentional outreach. Implementation ideas for engagement and intentional outreach include regional sector-based career pathways events for employers and job seekers, acknowledgement of employers' diversity and inclusion; employer training in inclusive hiring; how to write a job posting that accurately reflects the job duties; implicit bias awareness and generational differences seminars. The region will expand its continuous improvement process to include voices from its diverse communities.

### REGIONAL INDUSTRY PARTNERSHIPS

The region has four Sector Pathways Committees: Healthcare and its Nursing Shortage subcommittee, Emerging Technology and Economic Development, Manufacturing, and Services and Trades. These committees have, and will continue to identify and develop career pathway solutions to the region's in-demand occupations. Existing regional collaborations include Bridges to Healthcare with the Mayo Clinic and a Carpentry pre-apprenticeship course with the Carpenter's Union – each providing education, training and support for diverse and low-income job seekers, as well as the Winona Area Composites Consortium and its work toward an industry recognized credential.

The region's new partnership development is focused on career pathways in Manufacturing, Public Human Service Technicians, and opportunities for advancement in the Service Industry for specific populations – all in coordination with Adult Basic Ed, Higher Education and Community Based Organizations.

### REGIONAL STAKEHOLDER ENGAGEMENT

Coordinated regional employer outreach includes the Southeast Minnesota Regional Luncheon on Diversity, Salute Southern MN Veteran/Employer Mentorship activities, and Maxability seminars. The region will utilize a Best Places to Work process to identify, evaluate and recognize best practices for equity and inclusion by its employers.

### REGIONAL ACCOUNTABILITY

The One-Stop Operators will report performance outcomes to the LWDBs and the Regional Oversight Committee. The LWDBs will select the participants to represent them in the performance negotiations. The regional MOU identified the process to negotiate WIOA performance levels.

The region will use a variety of data systems to determine baseline measures that impact targeted populations. They plan to examine placement and engagement data. Placement data could be used to determine measures that impact employers such as the number of employers who hired individuals enrolled in a workforce development program and job seekers' demographics. The region's engagement measures include the number of employers participating in hiring events, sector marketing campaigns and career pathway partnerships.

## COMMON THEMES OF THE REGIONAL PLANS

### ■ CONTINUOUS LEARNING

- Advancing a continuous learning strategy by funding, designing and implementing professional development for workforce development leaders, LWDBs and program staffs.
- Expanding learning approaches to include training for regional service providers and community-based organizations.
- Sponsoring and producing seminars to help businesses be intentional about accessing diverse talent, being an inclusive workplace, and hiring a workforce that mirrors the community and region.

### ■ STRATEGIC COMMUNITY ENGAGEMENT

- Designing and implementing regional strategies to engage service providers and community members with expertise in and direct connections with communities of color and targeted populations.
- Seeking different perspectives by leading and managing education and employment disparities conversations and collaborating to determine and implement solutions.

### ■ STRATEGIC BUSINESS AND EDUCATION PARTNERSHIPS

- Leveraging industry sectors and educational partnerships into every aspect of the regional plans.
- Building talent pipelines and growing regional economies.

### ■ STRATEGIC WORKFORCE BOARDS

- Updating recruitment processes to increase the diversity and strategically fill membership vacancies of the LWDB.
- Implementing a robust local and regional system approach for committees, sub-committees, work groups, task forces and sector-strategies.
- Integrating regional plans to go beyond workforce development programs.
- Engaging leadership in LWDB recruitment strategies and tactics.
- Reaching out and engaging prospective board members.
- Collaborating with, seeking and becoming an active member of, active membership on, and forming new or enriching existing partnerships with local and regional Economic Development boards, organizations and governmental entities to strategically align key messages, identify and address the workforce and skill needs, and to retain current and attract new businesses and industries.

### ■ CONTINUOUS IMPROVEMENT

- Expanding evaluation processes to make informed outcome decisions beyond transactional data.
- Utilizing stakeholder input, asset mapping, gap analysis, benchmark establishment or adjustment to improve processes and outcomes.
- Setting new goals.





### REGION 1

- Successfully initiated select non-traditional service delivery hours and recently introduced job search workshop at public libraries to maximize access for clients with barriers.
- Identified crossover areas between economic development and workforce development in advance of plans to align the Regional Plan with the respective Economic Development Regions' Comprehensive Development Strategies Plans.
- Implemented Disability Initiative Enhancement Program to better serve youth with disabilities in workforce development.

### REGION 2

- Utilize Economic Development networks to increase On-the-Job Training (OJT), incumbent worker, internship and work experience resources among participants of color and disadvantaged populations.
- Possible cohort training to move individuals into Skilled Trades. This may include instruction in basic applied construction skills and facilitation of connections between skilled trade representatives and local high schools.
- Utilize Career Pathways committees, LWDB and staff to engage training and education providers including faculty at local colleges to collaborate on the value, role, development and implementation of non-traditional training delivery methods.

### REGION 3

- Region has expertise and an active role in Central Minnesota's Immigrant Employment Connection Group (IECG). The IECG engages employers with overcoming perceived barriers to hiring an immigrant workforce. The IECG's efforts and successful events have received positive regional media coverage.
- Plan to convene Ability Resource Fair, a reverse job fair for individuals with disabilities and employers to introduce businesses to people with disabilities.
- Regional leaders discovered during implementation of the healthcare and manufacturing career pathways that Somali residents are experiencing a workforce challenge due to a lack of childcare providers who understand the needs of the Muslim religion and culture. In response, the leaders initiated conversations to develop a customer-centered program are seeking funding for a new pathway for childcare providers which includes Muslim cultural awareness as part of the path to childcare licensure.

### REGION 4

- Leaders are ready to update the by-laws, membership and a name change for their long-time regional Greater Metropolitan Workforce Council. Changes reflect focus on aligning strategies to advance the region's key sectors, develop career pathways and meet the skill and workforce challenges of the region.
- Region-wide technology enhancements are built into their plan plus a staff training plan for aligned use of their improved tools.
- Potential pilot of a shared contact management system for employers in specific sectors as their regional sectors advance.

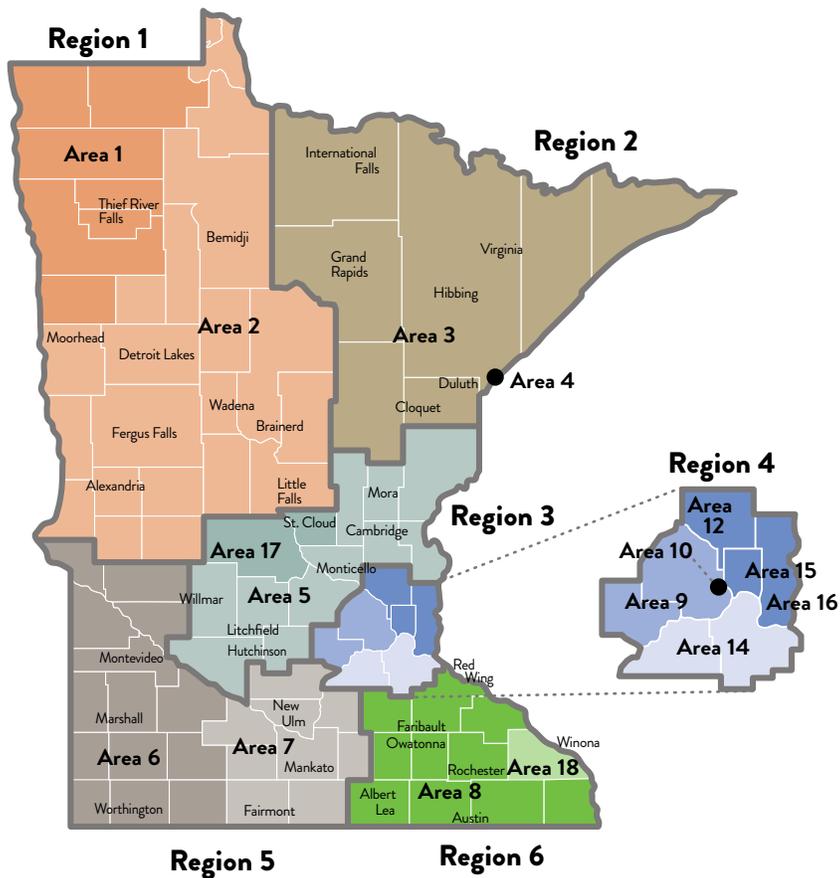
### REGION 5

- A White Paper highlights regional best practices, joint policies and grant submissions and awards.
- Leaders are exploring a coordinated regional monitoring team, regional marketing and outreach strategies and a regional online application for easier access to services.
- This region applies a robust and defined approach to its career pathways initiatives. This includes focused career counseling, career navigation, career laddering, support services including placement and retention services, industry skill needs driven, employer expertise and resource alignment, bridge programming, earn and learn, work-based learning opportunities, aligned and braided funding, integrated career and technical education with credit for prior learning, stackable credits and credentials along their career pathways.

### REGION 6

- The Region developed a Committee Structure Model. It shows the Regional Oversight Committee's alignment with the LWDBs and (1) four Sector Pathways committees and related subcommittee(s) and workgroups, (2) four Equity Taskforces and three related subcommittees, (3) Community Advisory Councils and (4) One-Stop Operator partners, Management and Ad Hoc committees.
- A half time Regional Youth Career Pathways Coordinator was hired to address specific youth initiatives and young adult career pathways.
- Exploration of a shared staff position by WDI and the Rochester Chamber of Commerce that would be a regional asset. Contingent on funding, this position would focus on employer relationships and economic development throughout the region and serve as a model for other parts of the region.

# PRIORITY INDUSTRY SECTORS



## REGION 1

Education  
Healthcare & Social Assistance  
Manufacturing  
Agriculture  
Wholesale Distribution

## REGION 2

Healthcare  
Construction and Skilled Trades

## REGION 3

Healthcare  
Manufacturing

## REGION 4

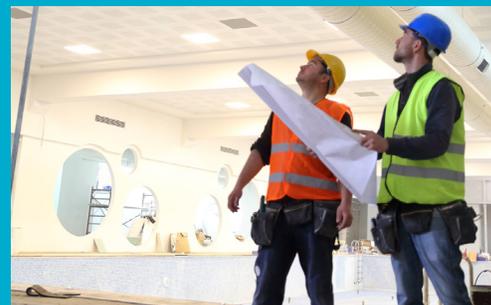
Healthcare  
Manufacturing  
Information Technology  
Construction  
Public Sector  
Professional and Business Services

## REGION 5

Healthcare & Social Assistance  
Manufacturing  
Transportation and Warehousing  
Agriculture

## REGION 6

Advanced Manufacturing  
Customer Service  
Public Service  
Healthcare  
Carpentry  
Information Technology







## VISION OF THE STATE PLAN

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

## GOALS OF THE STATE PLAN

1. To reduce educational and employment disparities based on race or disability to provide greater opportunity for all Minnesotans.
2. To build employer-led industry sector partnerships focused on better understanding of the skills that employers need and connecting skilled workers to those opportunities.



An equal opportunity employer and service provider.

Upon request, this document can be made available in alternative formats by contacting 651-259-7688.

December 2017